MARCH 17, 2014

THE TOP OF AMERICA

EXCLUSIVE: THE INSIDE STORY OF BUILDING ONE WORLD TRADE CENTER

TIME

$4.99US $5.99CAN

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ABOUT THE IMAGE

This panoramic photograph from the top of New York City's One World Trade Center was taken with a camera attached to a 13-ft.-long aluminum arm projecting from the spire. It's made up of 567 images taken over the course of five hours.

Editor's Desk

Miracle in the Skyline

IT IS FAITH THAT DRIVES US TO build, a belief that we cannot be limited by lack of nerve or airspace. But few, if any, buildings represent such a monumental leap of faith as the one from which our cover photo was taken: One World Trade Center in lower Manhattan, the work of 10,000 builders over eight years, tens of thousands of tons of concrete and glass and steel. Among the construction workers were men who were down on the pile after 9/11, helping with rescue and recovery efforts. Many stayed for days after the attacks, some for weeks. We follow their journey and explain what it took to raise the tallest tower in the Western world in this week's cover story, a new TIME book and our latest Red Border film, *Rise*.

"It was a building meant to be America's answer to 9/11," says writer Josh Sanburn, "constructed in one of the most congested places on the planet and with everyone from the President of the U.S. to the president of Manhattan community boards having a say. It's not far-fetched to say it was the most complicated construction project ever attempted. For those involved, getting from planning to completion in 12 years almost seems like a miracle."

The cover photo—so vast we had to expand the red border—is the culmination of months of planning, thousands of emails and calls and more than one impossible technical challenge, all managed by undaunted photo editor Jonathan Woods. A former firefighter and rock-climbing instructor, Woods worked with developers and engineers from Gigapan to design the rig that he mounted on the spire. "The stakes were high," Woods says. "We would get only one chance." To experience the full 14.5-gigabyte interactive photo, visit the new TIME.com, which we have redesigned to reflect both the greater volume and speed of our news coverage and extraordinary multimedia features like this one.

Nancy Gibbs

Nancy Gibbs, MANAGING EDITOR

TIME's Jonathan Woods, far left, with Gigapan's Michael Franz atop One World Trade Center—the spot from which they shot the panoramic cover image

A team of ironworkers—with Woods, just below the tower's beacon—adjusted the 13-ft.-long (4 m) aluminum jib that held the camera at its tip

RED BORDER FILMS

RISE TIME's *newest documentary, directed by Shaul Schwarz, explores the lives of those who traveled to the site before dawn every day and constructed the tallest building in the western hemisphere, beam by beam. "So much has been told," says Schwarz, "but what's amazing is ... these people, who are pretty ordinary people, who make this mammoth project possible." See the film at time.com/rise.*

FROM TIME BOOKS

For *America's Tower*, a new 128-page TIME book, writer Josh Sanburn interviewed architects, government officials, 9/11 families and ironworkers to tell the remarkable story—from 9/11 to the present—of One World Trade Center. The book will be available at newsstands everywhere on April 18.

INTERACTIVE Experience the view from 1 WTC with TIME's exclusive panorama at time.com/wtc

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FROM TOP: JONATHAN D. WOODS FOR TIME; DOUG HOLGATE—NY ON AIR FOR TIME (2); SHAUL SCHWARZ FOR TIME

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A HERO AND CHAMPION

Melissa Stockwell has never given up, even after being injured by an IED in Iraq. After rigorous rehab and training, she's become a Paralympian and a three-time paratriathlon world champion.

Through it all, she remains committed to empowering wounded veterans and others with disabilities. Her nonprofit, Dare2Tri, provides training and adaptive equipment for athletes of all abilities who want to develop their skills in the sport of paratriathlon.

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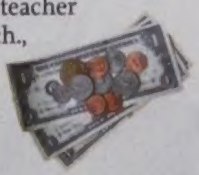
What You Said About ...

FIXING HEALTHCARE.GOV "Steven Brill has done it again," wrote Peter Nelson of Sterling, Va., in response to TIME's March 10 cover story on the tech wizards who fixed the Obamacare site after a botched rollout. "He has succinctly captured the complexities of the gargantuan rescue effort ... by a team of self-effacing, dedicated and patriotic Americans." And he did it colorfully, said coder Jim Ray on Twitter: "**Best part of this is the White House CTO driving around a van, assembling folks A-team style,** to fix HealthCare.gov." Many suggested Brill's story—a hot topic among pundits from Charlie Rose to Wolf Blitzer—as a manual for politicians. "**More rewarding than what they accomplished technically is how a group of strangers worked together, efficiently, selflessly, and without drama or ego.** For that to happen in Washington, D.C., may just be a historical first," wrote Judy Neiberg of Holt, Mich.

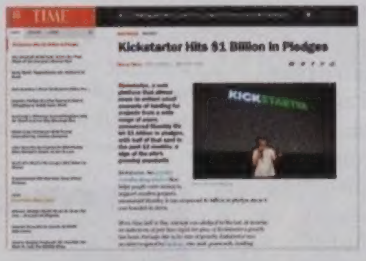
TURMOIL IN UKRAINE A story by Michael Crowley and Simon Shuster on the conflict was widely shared and commented on by jittery observers. Among them: Alexander Kugushev, a resident of Menlo Park, Calif., and a self-described ethnic Russian from Kiev, who wrote of his "reluctant" support of Ukraine: "**It took three generations of communism to make Russia what it is now and what these Ukrainians are rejecting.** It will take three more generations to turn Russia onto a more enlightened road. Meanwhile, let's not flinch."

THE MINIMUM WAGE Eliza Gray's story on brash former lobbyist and wage-hike opponent Richard Berman sparked comments from readers like Debbie Riga of Astoria, N.Y., who argued that since people were quickly losing jobs to technology, the wage debate was "irrelevant." She added that "whenever an industry can replace a human with a machine, it will happen [regardless of the wage], so might as well give the ones still working a decent wage." Retired teacher Marge Deibel of Mount Pleasant, Mich., disagreed, warning, "**Raise the minimum wage and everything else will increase accordingly.**"



THE NEW TIME.COM

After 10 months of development, we're excited to unveil our totally revamped web experience, featuring immersive article pages, a mobile-first design, more and bigger photography, a sleek new home page *(see below)* and much, much more. Check it out—where else?—at time.com.



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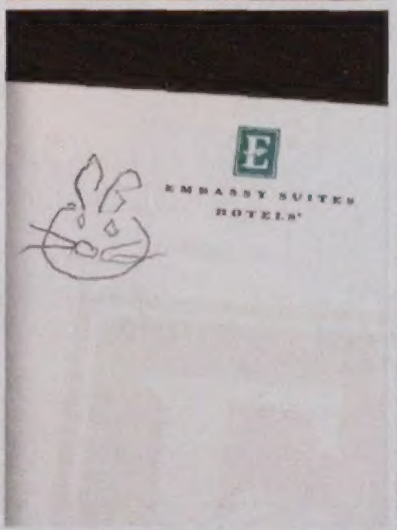

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TIME

VOL. 183, NO. 10 | 2014

1 | Editor's Desk

BRIEFING

7 | Verbatim

8 | LightBox
Dancing against the draft in Jerusalem

10 | World
Unanswered questions after a Chinese massacre; a papal faux pas; the global war on litter

12 | Nation
Georgia's Michelle Nunn, the Democrats' best hope to hang on to the Senate

18 | Milestones
Au revoir to director Alain Resnais

COMMENTARY

20 | Worldview
Fareed Zakaria on Vladimir Putin's empty victory in Crimea

ON THE COVER:
Photograph by Jonathan D. Woods and Michael Franz for TIME

Russian President Vladimir Putin denounces what he called a takeover in Ukraine during a press conference on March 4. Photograph by RIA Novosti/Xinhua Press/Corbis

FEATURES

22 Black Sea Bluster
Putin plays a dangerous game in Crimea *by David Von Drehle and Simon Shuster*

28 Music City Crescendo
Nashville is showing other U.S. cities how to turn culture into commerce *by Jon Meacham*

38 View From the Top
How the new One World Trade Center rose from the rubble *by Josh Sanburn*

52 Boy Wonder
A birth delivers hope to the storm-racked Philippines *Photographs by Lynsey Addario*

56 The New Math
Elections whiz Nate Silver gets a boost from an unlikely partner *by Jack Dickey*

THE CULTURE

64 | Theater
Sylvester Stallone punches up his *Rocky* musical for Broadway

68 | Movies
In *Nymphomaniac,* director Lars von Trier takes depression to an even darker place

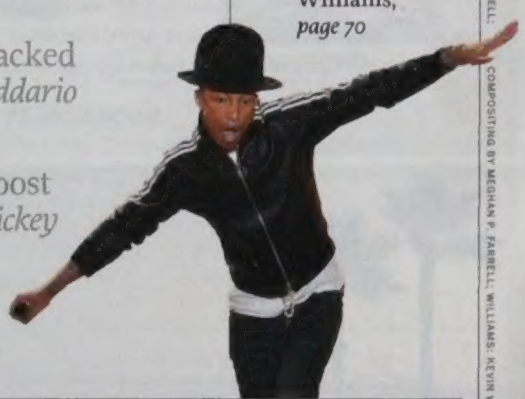
70 | Reviews
Pharrell Williams' solo album *GIRL;* Sally Green's young-adult novel *Half Bad*

72 | Pop Chart
Revenge's Emily VanCamp; grocery chic; Ellen's selfie sensation

74 | The Awesome Column
Joel Stein lobbies for the GOP to take a gamble on a Las Vegas convention

76 | 10 Questions
College-basketball star Jabari Parker

Pharrell Williams, *page 70*



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Briefing

Apple
Announced the debut of CarPlay, a sleek new operating system designed for cars

GOOD WEEK

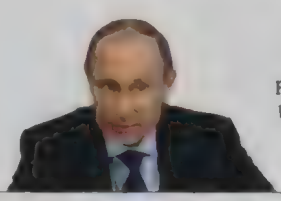
BAD WEEK

RadioShack
Announced it will close roughly 1,100 underperforming stores

$44,100
Amount Arby's spent to buy the oversize hat Pharrell Williams wore to the Grammys

30,000+
Age, in years, of a virus that scientists found frozen in the Siberian tundra; it does not affect humans

'It would naturally be the last resort, absolutely the last.'



VLADIMIR PUTIN, Russian President, on using military force in Ukraine; he claimed Russians were worried about their safety

'He is the one who gives us jobs and helps out in the mountains.'

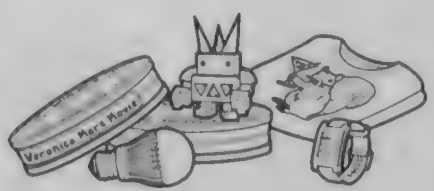
PEDRO RAMIREZ, a Mexican citizen, demonstrating for the release of cartel leader Joaquín "El Chapo" Guzmán, who was arrested in February; Guzmán was widely considered to be the world's most powerful drug trafficker

'How many people can get stoned and still have a great state or a great nation?'

JERRY BROWN, California governor, expressing concern about the ripple effect of fully legalizing marijuana

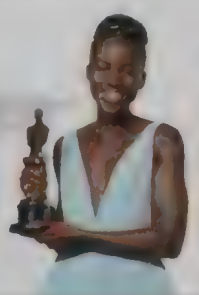
'IT'S ALMOST RACIST, TO ME.'

RICHARD SHERMAN, Seattle Seahawks cornerback, on the NFL's weighing whether to impose a 15-yd. penalty for use of the *N* word during games; "It's weird they're targeting one specific word," he added



$1 billion
Amount Kickstarter has raised in pledged donations since its 2009 launch

'It doesn't escape me for one moment that so much joy in my life is thanks to so much pain in someone else's.'



LUPITA NYONG'O, accepting the Best Supporting Actress Oscar for playing Patsey, a real-life slave girl, in *12 Years a Slave*

CARPLAY, APPLE, RADIOSHACK, PUTIN, MARIJUANA, NYONG'O: GETTY IMAGES; SHERMAN: AP; ILLUSTRATION BY BROWN BIRD DESIGN FOR TIME

Sources: Academy Awards, *Meet the Press*; Reuters; *Sports Illustrated*, *USA Today*

LightBox

Chain Reaction

Some 300,000 ultra-Orthodox Jews rally in the streets of Jerusalem on March 2 to pray and protest an Israeli government plan that would compel more members of their community to serve in the military.

Photograph by Omer Messinger—NurPhoto

FOR PICTURES OF THE WEEK, GO TO lightbox.time.com

World

A Shocked China Restores Order After A Deadly Rampage

It's been dubbed China's 9/11. On March 1—now 3-01 in local parlance—assailants brandishing daggers, machetes and cleavers fanned out through a train station in the southwestern city of Kunming, slashing anyone in their path. By the time their stabbing rampage ended, the attackers had killed 29 people and injured more than 140 others. Police blamed the massacre on separatists from the northwestern region of Xinjiang, home to the Uighur ethnic minority.

Just two days after the incident, state media said the Kunming case was closed. A gang of eight—six men and two women—had unleashed the carnage. Four were shot dead at the scene; the others were captured. The Chinese security state may not have been able to prevent a terrorist attack in a pleasant provincial capital, but it does know how to restore order. State media reported that shops around the railway station had reopened. The station too was operating normally. "Serious violent terrorist case successfully solved," said Xinhua, the Chinese news agency that acts as the government's mouthpiece.

Yet ordinary Chinese people, who flocked to social media to grieve in the aftermath of the attack, were left with questions unanswered by the censored local media. (Chinese journalists were initially instructed not to publish their own reporting and to use only stories provided by Xinhua.) Why Kunming? What motivated the Uighur attackers? Was it separatist sentiment, radical Islam or a toxic melding of the two?

Over the past few years, Xinjiang has endured numerous bloody clashes between Uighurs—a Turkic minority that claims two short-lived republics among evidence of its right not to be ruled by China—and Han, China's predominant ethnic group. At least 100 people perished in 2013 alone. With each violent outbreak, the narratives have diverged. Was the Chinese state using a fight against terrorism to justify its enduring repression of Uighurs?

A college student who suffered a head injury during the attack on the Kunming train station recovers at a hospital

Or was Beijing simply dealing with cold-blooded insurgents no different from those in Iraq or Afghanistan?

Now the violence has metastasized beyond Xinjiang's borders, bringing a faraway fight into China's symbolic heart. Last October, police blamed a Uighur suicide attacker, who was accompanied by his wife and mother, for plowing a car through crowds in Beijing's Tiananmen Square, killing two tourists. The Kunming attack proved far bloodier—with innocent passers-by slaughtered, perhaps solely for being Chinese.

Chinese state media have lashed out at some Western press outlets for declining to label the March 1 rampage as terrorism. The U.S. embassy in China—which in a statement called the carnage a "horrible and totally meaningless act of violence," as opposed to outright terrorism—was criticized in a Xinhua op-ed for a "persistent double standard in the global fight against terrorism. Their leniency for the terrorists is sending signals of encouragement to potential attackers." (A U.S. State Department spokesperson later said the Kunming massacre was indeed "an act of terrorism.") Meanwhile, a nation unused to such acts continues to mourn. An online campaign declared, "We are all Kunming people."

DATA

MILITARY SPENDING

The world spent $1.5 trillion on defense last year, according to data firm IHS. Budgets in these countries rose the most compared with 2012:

39% Angola

36% Oman

32% Iraq

29% Bahrain

Roundup

How the World Is Cleaning Up Its Act

Climbers who scale Mount Everest must return to base camp with 8 kg of trash under new rules aimed at removal of the rubbish accumulated around the peak. Here's a look at other creative ways people are trying to clear litter around the world:

Robots

In 2009, Japanese scientists built robotic trash cans that can detect rubbish discarded in their vicinity and prompt passersby to properly dispose of the litter

Fishing Boats

The Waste Free Oceans project, launched by the E.U. in 2011, pays fishermen to use special trawl nets to collect waste floating in the sea

Social Media

California-based Litterati asks Instagram users to document litter in their communities, with the aim of using location and other data from the images to improve waste management

By Hannah Beech and Noah Rayman

Joint Mission—for Now

AFGHANISTAN Captain Ryan Yuan of the U.S. Army's 4th Squadron, 2nd Cavalry Regiment, and his Afghan linguist patrol near Kandahar on Feb. 28. With Afghan President Hamid Karzai refusing to sign a security agreement that the U.S. says it needs in order to maintain a military presence in the country after 2014, President Barack Obama has asked the Pentagon to prepare for the possibility that the U.S. might withdraw all of its forces this year. *Photograph by Scott Olson—Getty Images*

U.S.

$64,850

Winning bid, by an anonymous buyer, in an online auction for two early editions of *Mein Kampf* signed by Hitler

Barter

Come April, Canada-based Plastic Bank will set up its first plastic-recycling center in Lima, where the poor in Peru's capital will be able to trade plastic waste found on the city's streets for food and clothing

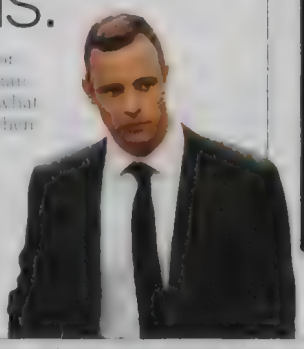
Pigs

Cairo has returned to feeding its organic waste to pigs after a mass cull in 2009—triggered by a swine-flu scare—led to garbage piling up around the Egyptian capital

SOUTH AFRICA

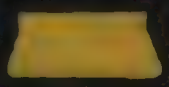
'You could hear that it was bloodcurdling screams.'

MICHELLE BURGER, a neighbor of the South African Olympian Oscar Pistorius, describing what she heard on Feb. 14, 2013, when Pistorius allegedly shot and killed his girlfriend Reeva Steenkamp; her testimony came at the opening of Pistorius' trial on March 3



Trending In

PROGRESS
The latest installment of *Forbes'* annual list of billionaires featured a record 172 women, up 25% from 2013



GAFFES
Pope Francis accidentally uttered an Italian swear word during his weekly blessing ceremony in St. Peter's Square

ARCHITECTURE
The wall of a tomb in Pompeii, the ancient city preserved by a volcanic eruption in A.D. 79, collapsed, possibly as a result of heavy rain, prompting concern about the maintenance of the site

VIOLENCE
Rioters frustrated with the slow pace of change stormed the parliament building in Libya and reportedly shot two elected officials

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Nation

On the line *Nunn, photographed at an Atlanta food bank, is on a leave of absence from a charity with ties to George and Barbara Bush*

Georgia Reach Can a famous name help the Democrats hold on to the U.S. Senate?

BY JAY NEWTON-SMALL/VALDOSTA

HERE'S HOW MICHELLE NUNN IS RUNNING for Senate in Georgia: she name-drops George Bush, both father and son, quotes former Defense Secretary Bob Gates and talks about tackling the federal debt to "secure the future for future generations." She also uses the *V* word a lot. "I worked very closely with the Bush family because we had a shared commitment to ... making a difference to communities across this country, so those are the values that I carry with me to this Senate race," she says. "I combine them with some family values."

You've probably guessed by now that Nunn is a Democrat, running for office in a year that is shaping up to be uglier than normal for the President's party. The Republicans need to pick up six seats to retake the Senate and can likely count on three—in South Dakota, Montana and West Virginia—already. That leaves Democrats praying for at least six wins in eight states, unless they get lucky somewhere they haven't won in a long time. Somewhere like Georgia.

It's a measure of the Democrats' current problems that they have turned to someone who has never before run for office to save their bacon in the Peach State. The candidate's claim to fame, of course, is that she is the daughter of Sam Nunn, the Democrat who represented Georgia in Washington for 24 straight years, from 1973 to 1997. Nor does it hurt her chances that she has been working tirelessly for more than a decade for a charitable foundation dear to the heart of America's only other beloved political patriarch: George Herbert Walker Bush.

Her final qualification? Her competition. She is facing an almost comical field of Republican challengers who have been doing everything they can to commit political fratricide. In one recent ad, Republican businessman David Perdue depicts his seven GOP rivals as a bunch of babies in diapers crying on the floor.

UNTIL RECENTLY, EVEN A DEMOCRAT WITH A SAINTED NAME FACED LONG ODDS

But to win, Nunn must first expand her party's reach. In recent statewide races, Democrats have lagged behind Republicans by huge margins—as many as 250,000 to 300,000 votes. That means that Nunn has eight months to find, woo and win over several hundred thousand people.

The Reluctant Daughter

WATCHING NUNN, 47, CAMPAIGN AT A lunch in Valdosta recently, it's clear she has the political gene. She ensures that everyone has a bite of the appetizer before speaking, remembers each name and saves all business cards and children's crayon drawings, offering quick reminders to aides to follow up. She lights up when someone makes a good argument about policy. And even if she doesn't seem to relish the game as other politicians do, she knows how it is played.

She grew up mostly in Washington; her father was elected to the Senate when she was 5½. She returned to Georgia in 1989 after graduating from the University of Virginia and became the sole full-time employee of Hands On Atlanta, a nonprofit that recruited young professionals to spend one day a month volunteering for a variety of causes. Nunn then took over a larger nonprofit that in 2007 merged with Points of Light, a foundation inspired by George H.W. Bush. Nunn served as CEO of the joint organization, which marshaled more than 4 million volunteers worldwide in 2012. The foundation moved its headquarters from Washington to Atlanta to accommodate Nunn, who lives there with her husband and two children.

As Nunn's profile grew, Democrats tried repeatedly to recruit her as a candidate. She always declined, and there wasn't much incentive for her to do otherwise. After her father's retirement,

CHARLES OMMANNEY FOR TIME

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Georgia voters tilted increasingly, unrelentingly, red. Which meant the odds of a win by a Democrat, even one with a sainted last name (and really good connections in Kennebunkport), lengthened with each passing year.

Until recently. A decade ago, 70% of Georgia voters were white. In 2012, that number fell to 61%. More than 1.5 million people have moved to Georgia since 2004, and of those, 38% are African American and 28% are Hispanic. Georgia is now nearly 45% minority. There are more than 450,000 unregistered black voters in the state, according to the 2010 Census. So when party elders came calling this time, the former high school basketball star finally decided to take the shot. "It was a big decision for someone with a 9-year-old and an 11-year-old," she tells TIME. "I believed I could make a difference." Backed by Emily's List, national Democratic groups and grassroots organizations she has helped supply with volunteers for decades, Nunn wants to sign up at least 10,000 volunteers to work in her campaign, while outside groups are working to register more than 100,000 voters.

That may make it easier to pick off Republicans like John Gates, a 62-year-old veteran in Army khakis, who sees in the daughter enough of the father to take a chance. "I voted for Sam Nunn but not for a Democrat since," he says, reflecting the patterns that have been clear across the state. "I came to see if she had his grit," he continues. "And gosh darn, she did. I'm going to be voting for her. Heck, I'm going to be volunteering for her."

Nunn's relationship with Obama is trickier. She supports Obamacare, but she wants to delay the individual mandate, create a new tier of more-affordable insurance plans and expand the tax credits available to small businesses. She wants the President to approve the Keystone XL pipeline, opposed by environmental groups, that would run from Canada to the Gulf Coast. And part of her "Five ways to fix Washington" platform requires members to pass a budget every year or forgo their paychecks. When I point out that it was Senate Democrats who failed to pass a budget four out of the past five years, Nunn says she has no problem taking on Democratic leaders. "There's blame on both sides," she says.

Besides, if there was ever a time and place where Republicans seem unready to seize the day, it is this year in Georgia. Three of the candidates vying to face Nunn favor impeaching Obama. Representative Paul Broun, a physician, has lambasted evolutionary theory as "lies from the pit of hell" and once sponsored a contest to give one of his supporters a free AR-15 semiautomatic rifle. Representative Phil Gingrey, another physician, has defended failed 2012 Missouri Senate candidate Todd Akin's controversial comments that women have a natural defense against pregnancy in cases of "legitimate rape." Representative Jack Kingston suggested that lower-income middle schoolers should sweep the floor to earn school lunches. A recent Public Policy poll found Nunn narrowly ahead of, or even with, all comers. Republicans claim not to be worried. "Michelle Nunn is soaring with the far left wing of the Democratic Party," said Michael McNeely, vice chair of the Georgia Republican Party.

But so far Nunn doesn't sound like someone with her feet off the ground. "The contrast is clear and will continue to be evident and grow," she says. "I believe that ultimately Georgians are looking for more pragmatism." In 2014, Democrats may have a great deal more than just Michelle Nunn riding on that faith.

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ASK YOUR DOCTOR ABOUT SYMBICORT.

Please see Important Safety Information on the following pages, and discuss with your doctor.

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Symbicort
(budesonide/formoterol fumarate dihydrate)
Inhalation Aerosol

For patients 12 years and older whose asthma is not well controlled on a long-term asthma medicine or whose disease severity warrants

IF YOU THINK ASTHMA "COMES AND GOES" THINK AGAIN.

Inflammation, the root cause of asthma, is always there, making you more vulnerable to triggers. So, while it's important to avoid triggers, it's also important to treat this inflammation. SYMBICORT helps reduce that underlying inflammation, which can mean improved lung function, and better breathing all day and night, when taken twice daily. Once your asthma is well controlled with SYMBICORT, your doctor may switch you to a long-term asthma control medicine such as an inhaled corticosteroid.

Ask your doctor about SYMBICORT.

Important Safety Information About SYMBICORT

SYMBICORT contains formoterol, a long-acting beta$_2$-adrenergic agonist (LABA). LABA medicines such as formoterol increase the risk of death from asthma problems. It is not known whether budesonide, the other medicine in SYMBICORT, reduces the risk of death from asthma problems seen with formoterol.

- **Call your health care provider if breathing problems worsen over time while using SYMBICORT. You may need different treatment**
- **Get emergency medical care if:**
  - Breathing problems worsen quickly, and
  - You use your rescue inhaler medicine, but it does not relieve your breathing problems

SYMBICORT should be used only if your health care provider decides that your asthma is not well controlled with a long-term asthma control medicine, such as an inhaled corticosteroid, or that your asthma is severe enough to begin treatment with SYMBICORT.

If you are taking SYMBICORT, see your health care provider if your asthma does not improve or gets worse. It is important that your health care provider assess your asthma control on a regular basis. Your doctor will decide if it is possible for you to stop taking SYMBICORT and start taking a long-term asthma control medicine without loss of asthma control.

Children and adolescents who take LABA medicines may have an increased risk of being hospitalized for asthma problems.

SYMBICORT does not replace rescue inhalers for sudden symptoms.

Be sure to tell your health care provider about all your health conditions, including heart conditions or high blood pressure, and all medicines you may be taking. Some patients taking SYMBICORT may experience increased blood pressure, heart rate, or change in heart rhythm.

Do not use SYMBICORT more often than prescribed. While taking SYMBICORT, never use another medicine containing a LABA for any reason. Ask your health care provider or pharmacist if any of your other medicines are LABA medicines.

SYMBICORT can cause serious side effects, including:

- **Pneumonia and other lower respiratory tract infections.** People with COPD may have a higher chance of pneumonia. Call your doctor if you notice any of the following symptoms: change in amount or color of mucus, fever, chills, increased cough, or increased breathing problems
- ***Serious allergic reactions*** *including rash, hives, swelling of the face,* mouth and tongue, and breathing problems
- **Immune system effect and a higher chance of infection.** Tell your health care provider if you think you are exposed to infections such as chicken pox or measles, or if you have any signs of infection such as fever, pain, body aches, chills, feeling tired, nausea, or vomiting
- **Adrenal insufficiency.** This can happen when you stop taking oral corticosteroid medicines and start inhaled corticosteroid medicine
- **Using too much of a LABA medicine** may cause chest pain, increase in blood pressure, fast and irregular heartbeat, headache, tremor, or nervousness
- **Increased wheezing** right after taking SYMBICORT. Always have a rescue inhaler with you to treat sudden wheezing
- **Eye problems including glaucoma and cataracts.** You should have regular eye exams while using SYMBICORT
- **Lower bone mineral density** can happen in people who have a high chance for low bone mineral density (osteoporosis)
- **Slowed growth in children.** A child's growth should be checked regularly while using SYMBICORT
- **Swelling of blood vessels** (signs include a feeling of pins and needles or numbness of arms or legs, flu like symptoms, rash, pain or swelling of the sinuses), decrease in blood potassium and increase in blood sugar levels

Common side effects in **patients with asthma** include nose and throat irritation, headache, upper respiratory tract infection, sore throat, sinusitis, stomach discomfort, flu, back pain, nasal congestion, vomiting, and thrush in the mouth and throat.

Approved Uses for SYMBICORT

SYMBICORT 80/4.5 and 160/4.5 are medicines for the treatment of asthma for people 12 years and older whose doctor has determined that their asthma is not well controlled with a long-term asthma control medicine such as an inhaled corticosteroid or whose asthma is severe enough to begin treatment with SYMBICORT. *SYMBICORT is not a treatment for sudden* asthma symptoms.

Please see Important Product Information on adjacent page and discuss with your doctor.

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IMPORTANT INFORMATION ABOUT SYMBICORT

Please read this summary carefully and then ask your doctor about SYMBICORT.

No advertisement can provide all the information needed to determine if a drug is right for you or take the place of careful discussions with your health care provider. Only your health care provider has the training to weigh the risks and benefits of a prescription drug.

WHAT IS THE MOST IMPORTANT INFORMATION I SHOULD KNOW ABOUT SYMBICORT?

People with asthma who take long-acting beta$_2$-agonist (LABA) medicines, such as formoterol (one of the medicines in SYMBICORT), have an increased risk of death from asthma problems. It is not known whether budesonide, the other medicine in SYMBICORT, reduces the risk of death from asthma problems seen with formoterol.

SYMBICORT should be used only if your health care provider decides that your asthma is not well controlled with a long-term asthma control medicine, such as an inhaled corticosteroid, or that your asthma is severe enough to begin treatment with SYMBICORT. Talk with your health care provider about this risk and the benefits of treating your asthma with SYMBICORT.

If you are taking SYMBICORT, see your health care provider if your asthma does not improve or gets worse. It is important that your health care provider assess your asthma control on a regular basis. Your doctor will decide if it is possible for you to stop taking SYMBICORT and start taking a long-term asthma control medicine without loss of asthma control.

Get emergency medical care if:

- breathing problems worsen quickly, and
- you use your rescue inhaler medicine, but it does not relieve your breathing problems.

Children and adolescents who take LABA medicines may be at increased risk of being hospitalized for asthma problems.

WHAT IS SYMBICORT?

SYMBICORT is an inhaled prescription medicine used for asthma and chronic obstructive pulmonary disease (COPD). It contains two medicines:

- Budesonide (the same medicine found in Pulmicort Flexhaler™, an inhaled corticosteroid). Inhaled corticosteroids help to decrease inflammation in the lungs. Inflammation in the lungs can lead to asthma symptoms.
- Formoterol (the same medicine found in Foradil® Aerolizer®). LABA medicines are used in patients with COPD and asthma to help the muscles in the airways of your lungs stay relaxed to prevent asthma symptoms, such as wheezing and shortness of breath. These symptoms can happen when the muscles in the airways tighten. This makes it hard to breathe, which, in severe cases, can cause breathing to stop completely if not treated right away.

SYMBICORT is used for asthma and chronic obstructive pulmonary disease as follows:

Asthma

SYMBICORT is used to control symptoms of asthma and prevent symptoms such as wheezing in adults and children ages 12 and older.

Chronic Obstructive Pulmonary Disease

COPD is a chronic lung disease that includes chronic bronchitis, emphysema, or both. SYMBICORT 160/4.5 mcg is used long term, two times each day, to help improve lung function for better breathing in adults with COPD.

WHO SHOULD NOT USE SYMBICORT?

Do not use SYMBICORT to treat sudden severe symptoms of asthma or COPD or if you are allergic to any of the ingredients in SYMBICORT.

WHAT SHOULD I TELL MY HEALTH CARE PROVIDER BEFORE USING SYMBICORT?

Tell your health care provider about all of your health conditions, including if you:

- have heart problems
- have high blood pressure
- have seizures
- have thyroid problems
- have diabetes
- have liver problems
- have osteoporosis
- have an immune system problem
- have eye problems such as increased pressure in the eye, glaucoma, or cataracts
- are allergic to any medicines
- are exposed to chicken pox or measles
- are pregnant or planning to become pregnant. It is not known if SYMBICORT may harm your unborn baby.
- are breast-feeding. Budesonide, one of the active ingredients in SYMBICORT, passes into breast milk. You and your health care provider should decide if you will take SYMBICORT while breast-feeding.

Tell your health care provider about all the medicines you take, including prescription and nonprescription medicines, vitamins, and herbal supplements. SYMBICORT and certain other medicines may interact with each other and can cause serious side effects. Know all the medicines you take. Keep a list and show it to your health care provider and pharmacist each time you get a new medicine.

HOW DO I USE SYMBICORT?

Do not use SYMBICORT unless your health care provider has taught you and you understand everything. Ask your health care provider or pharmacist if you have any questions.

Use SYMBICORT exactly as prescribed. **Do not use SYMBICORT more often than prescribed.** SYMBICORT comes in two strengths for asthma: 80/4.5 mcg and 160/4.5 mcg. Your health care provider will prescribe the strength that is best for you. SYMBICORT 160/4.5 mcg is the approved dosage for COPD.

- SYMBICORT should be taken every day as 2 puffs in the morning and 2 puffs in the evening.
- Rinse your mouth with water and spit the water out after each dose (2 puffs) of SYMBICORT. This will help lessen the chance of getting a fungus infection (thrush) in the mouth and throat.
- Do not spray SYMBICORT in your eyes. If you accidentally get SYMBICORT in your eyes, rinse your eyes with water. If redness or irritation persists, call your health care provider.
- Do not change or stop any medicines used to control or treat your breathing problems. Your health care provider will change your medicines as needed.
- **While you are using SYMBICORT 2 times each day, do not use other medicines that contain a long-acting beta$_2$-agonist (LABA) for any reason. Ask your health care provider or pharmacist if any of your other medicines are LABA medicines.**
- SYMBICORT does not relieve sudden symptoms. Always have a rescue inhaler medicine with you to treat sudden symptoms. If you do not have a rescue inhaler, call your health care provider to have one prescribed for you.

Call your health care provider or get medical care right away if:

- your breathing problems worsen with SYMBICORT
- you need to use your rescue inhaler medicine more often than usual
- your rescue inhaler does not work as well for you in relieving symptoms
- you need to use 4 or more inhalations of your rescue inhaler medicine for 2 or more days in a row
- you use one whole canister of your rescue inhaler medicine in 8 weeks' time
- your peak flow meter results decrease. Your health care provider will tell you the numbers that are right for you
- your symptoms do not improve after using SYMBICORT regularly for 1 week

WHAT MEDICATIONS SHOULD I NOT TAKE WHEN USING SYMBICORT?

While you are using SYMBICORT, do not use other medicines that contain a long-acting beta$_2$-agonist (LABA) for any reason, such as:

- Serevent® Diskus® (salmeterol xinafoate inhalation powder)
- Advair Diskus® or Advair® HFA (fluticasone propionate and salmeterol)
- Formoterol-containing products such as Foradil Aerolizer, Brovana® or Perforomist®

WHAT ARE THE POSSIBLE SIDE EFFECTS WITH SYMBICORT?

SYMBICORT can cause serious side effects.

- Increased risk of pneumonia and other lower respiratory tract infections if you have COPD. Call your health care provider if you notice any of these symptoms: increase in mucus production, change in mucus color, fever, chills, increased cough, increased breathing problems.
- Serious allergic reactions including rash, hives, swelling of the face, mouth and tongue, and breathing problems. Call your health care provider or get emergency care if you get any of these symptoms.
- Immune system effects and a higher chance for infections.
- Adrenal insufficiency–a condition in which the adrenal glands do not make enough steroid hormones.
- Cardiovascular and central nervous system effects of LABAs, such as chest pain, increased blood pressure, fast or irregular heartbeat, tremor, or nervousness.
- Increased wheezing right after taking SYMBICORT.
- Eye problems, including glaucoma and cataracts. You should have regular eye exams while using SYMBICORT.
- Osteoporosis. People at risk for increased bone loss may have a greater risk with SYMBICORT.
- Slowed growth in children. As a result, growth should be carefully monitored.
- Swelling of your blood vessels. This can happen in people with asthma.
- Decreases in blood potassium levels and increases in blood sugar levels.

WHAT ARE COMMON SIDE EFFECTS OF SYMBICORT?

Patients with Asthma

Sore throat, headache, upper respiratory tract infection, thrush in the mouth and throat.

Patients with COPD

Thrush in the mouth and throat.

These are not all the side effects with SYMBICORT. Ask your health care provider or pharmacist for more information.

NOTE: This summary provides important information about SYMBICORT. For more information, please ask your doctor or health care provider.

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Milestones

French director Resnais, photographed in 1966, died in Paris on March 1 at age 91

DIED

Alain Resnais

Our man in Hiroshima and Marienbad

In a career that stretched from his 1948 art film *Gauguin* to the melancholy comedy *Life of Riley*, which premiered last month, Alain Resnais never lost his power to challenge and astonish. His 1955 *Night and Fog* is still the most haunting visual essay on the Holocaust. He brought modernism to movies with his first two features: *Hiroshima Mon Amour* (1959), which set the affair of a Frenchwoman and a Japanese man in the ashes of the A-bomb, and *Last Year at Marienbad* (1961), whose chic enigmas beguiled the intelligentsia; Jackie Kennedy screened it at the White House.

Mixing elegant tracking shots with elliptical cuts that merged past and present, he made sci-fi films *(Je T'Aime, Je T'Aime)*, spiky family dramas *(Providence)* and the unclassifiable masterpiece *Mon Oncle d'Amérique* before turning to musicals *(Same Old Song)* and comedies (the amazing *Wild Grass*) that both subverted and enchanted. Resnais's consistent theme was that we are prisoners of our memories, real or imagined. One thing we know: his films will never be forgotten. —RICHARD CORLISS

DIED
Phyllis Krasilovsky, 87, author of nearly two dozen popular children's books, including *The Very Little Girl* (her first, in 1953) and *The Cow Who Fell in the Canal.*

DECRIMINALIZED
By the Washington city council, **marijuana.** Possession of up to 1 oz. (28 g) of pot will result in a $25 fine—comparable to a parking ticket. Smoking pot in public will remain a crime.

DIED
Jim Lange, 81, original host of ABC's hit matchmaking show *The Dating Game* for 25 years.

DIED
Justin Kaplan, 88, Pulitzer Prize–winning biographer of Mark Twain as well as Walt Whitman and Lincoln Steffens; he later became the editor of *Bartlett's Familiar Quotations.*

DIED
Dale Gardner, 65, American astronaut best known for his 1984 rescue and return to the space shuttle *Discovery* of a pair of satellites that had drifted off course.

DIED
Huber Matos, 95, a top lieutenant in Fidel Castro's rebel forces who split with Castro over the latter's turn to communism. After 20 years of brutal imprisonment, he left Cuba and became a prominent anti-Castro activist in Florida.

DIED

Dr. Sherwin Nuland

Moral compass

During his 30 years as a surgeon and professor at Yale, Sherwin Nuland was on the front line of the battle against death, a formidable, and in the end always overpowering, enemy. Nuland was also a writer, and in 1994, seeking to demythologize death and make end-of-life care more rational, he published *How We Die*, a best seller bluntly detailing the physical circumstances of most deaths. A National Book Award winner, it spurred a nationwide conversation about end-of-life decisions. Insisting that few deaths could be truly described as dignified, Nuland wrote, "The dignity we seek in dying must be found in the dignity with which we have lived our lives."

After retiring as a surgeon, Nuland, who died March 3 at 83, taught bioethics and the history of medicine at Yale, where he argued that the U.S. has an obligation to make every disadvantaged person its patient. "There is a great deal of argument about whether we, as the great nation that we are, should be the policeman of the world," he said in a 2003 TED talk. "But there should be virtually no argument about whether we should be the world's healer." —NATE RAWLINGS

RESNAIS: EVERETT; NULAND: TOMMASO ROMANVENTURA, CONTRASTO/REDUX

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Fareed Zakaria

Looking Back in Anger

Vladimir Putin may control Crimea, but his 19th century tactics do not bode well for Russia

THE CRISIS IN CRIMEA REMINDS US there are two kinds of rulers around the world: those who think about the past and those who think about the future. If it were not abundantly clear before, it is now—Vladimir Putin is a man who thinks about the past. His country will be the poorer for it.

If you read and listen to commentary, you will hear many stories about Russia's long association with Crimea, a relationship that dates back to the 18th century. Crimea was the first great prize wrested from the Ottoman Empire, a mark of Russia's rise to great-power status. It also gave Russia something it had never had: a warm-water port with direct access to the Mediterranean and thus the wider world.

Sevastopol, the Crimean port city where the Russian Black Sea fleet docks, is an excellent natural harbor and is steeped in history. It was the site of the great siege of the Crimean War in 1854. (When Mark Twain visited the city just over a decade later, he remarked that "ruined Pompeii is in good condition compared to Sebastopol.") Russia held on to the city even though it lost the Crimean War. Almost a century later, it maintained its grip on Sevastopol after reclaiming Crimea from the Nazis in early 1944.

Then came the strange and fateful twist in 1954 when Soviet Premier Nikita Khrushchev gifted Crimea to Ukraine—an internal transfer within the Soviet Union. Why Khrushchev did this remains somewhat unclear. He had made his mark as a young communist leader in Ukraine, and the occasion of the transfer was the 300-year anniversary of Russia's annexation of Ukraine. But almost certainly the larger reason was that the original inhabitants of Crimea, the Tatars, had been forced out of the region by Stalin, and Ukrainians were being sent into the area to repopulate it. Making it part of Ukraine would accelerate the movement of people. Whatever the cause, the consequence has been lasting and dramatic. Crimea exists outside Russia legally and politically, but it has a Russian majority, and Moscow thinks of it as part of the motherland.

THAT IS THE HISTORY. BUT HISTORY IS BUNK, AS Henry Ford said. By that he did not mean that it was unimportant but rather that people should not be trapped by it, that they should think not backward but forward. His exact words were "History is more or less bunk. It's tradition. We don't want tradition. We want to live in the present, and the only history that is worth a tinker's damn is the history that we make today."

The history that leaders make today has much less to do with geography or constraints from the past. When Singapore was expelled from Malaysia in 1965, the experts said the small, swampy town in the middle of nowhere could not survive as an independent country. It is now one of the world's great trading hubs, with a per capita income higher than that of its erstwhile colonizer, Britain. That's because its founder, Lee Kuan Yew, thought less about the disadvantages of history and more about the advantages of the future.

When the nationalist Chinese were abandoned by the world on a tiny island after the communist revolution in mainland China, most assumed the place would not survive. Yet in the most precarious position, with zero natural resources, Taiwan became one of the world's fastest-growing economies for four decades. That's because it didn't worry about geography; it obsessed about competitiveness.

When Paul Kagame took over Rwanda, the country was more deeply ravaged by history than almost any other nation, scarred by a genocide of a speed never seen before in history. Rwanda is also landlocked, with no geographic advantages at all and a bloody war in the neighboring Democratic Republic of Congo. But Kagame looked to the future, not the past. The result is a small African miracle, a country that is healing its wounds.

THERE ARE THOSE WHO ARE STILL TRAPPED BY history and geography. Think of Pakistan's generals, still trying to establish "strategic depth" in their backyard while their country collapses. Or think of Putin, who is, as Secretary of State John Kerry said, playing a 19th century game in the 21st century. He may get Crimea. But what has he achieved? Ukraine has slipped out of Russia's grasp, its people deeply suspicious of Moscow. Even in Crimea, the 40% who are non-Russian are probably restive and resentful. Moscow's neighbors are alarmed, and once-warming relations with Poland will be set back. Trade and investment with Europe and the U.S. will surely suffer, whether there are sanctions or not.

Meanwhile, Russia continues along its path as an oil-dependent state with an increasingly authoritarian regime that has failed to develop its economy or civil society or to foster political pluralism. But no matter—Moscow controls Crimea. In today's world, is that really a victory? ■

BLOOD AND TEARS

1853-56

An estimated 750,000 were killed in battle or lost to illness and disease in the Crimean War between Russia and the Ottoman Empire, Britain, France and Sardinia.

1944

After the Soviets reclaimed Crimea, Stalin deported some 200,000 Tatars to Central Asia as punishment for alleged collaboration with the Germans. Nearly half died along the way.

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ILLUSTRATION BY BEN KIRCHNER FOR TIME; GETTY IMAGES (2)

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*Based on two surveys: The *PLANSPONSOR* magazine 2013 Recordkeeping Survey (© Asset International, Inc.), based on defined-contribution plan assets administered and number of participants of recordkeepers, as of 12/31/2012; and Cerulli Associates' *The Cerulli Edge®—Retirement Edition*, fourth-quarter 2013, based on an industry survey of firms reporting total IRA assets administered for Q3 2013.

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Guts without guns
Unarmed Ukrainian soldiers carrying a Soviet-era banner approach Russian positions at Crimea's Belbek air-force base

WORLD

WHAT PUTIN WANTS

Making the biggest gamble of his career in Ukraine, Russia's leader is holding most of the cards

By David Von Drehle and Simon Shuster

Photograph by Yuri Kozyrev for TIME

The ultimatum from the Russian troops arrived just after sunrise on March 4.

It was the third in four days: Surrender your weapons and swear allegiance to Russia, or else. Colonel Yuli Mamchur, commander of Belbek air base in Crimea, had sweated his way through two previous demands, but his Ukrainian troops were getting ragged and Mamchur was growing tired—and who knows? Maybe this time the Russians weren't bluffing.

So he called his garrison together and asked for volunteers to march unarmed to the Russian outpost in a gesture of peaceful coexistence. As Mamchur's column drew near, the Russians aimed their Kalashnikovs, but the Ukrainians burst into song, singing old Soviet war ballads in Russian. The Russian soldiers, their fatigues shorn of any insignias that might identify their nationality, began firing into the air, but though some of Mamchur's men flinched, they did not falter, marching in unbroken ranks until their colonel called a halt mere paces from his antagonists, with a Russian rifle pointed at his face.

Mamchur had sworn an oath to his country that he would guard Belbek, and that was what he meant to do. This scene might easily have turned into a massacre; instead, after a three-hour standoff, a deal was struck for the detachments to secure the air base together. And soon after that, word arrived that Russian President Vladimir Putin was ordering his troops massed near the Ukrainian borders to go back to their barracks.

Putin delivered the news in a strange but compelling Moscow news conference during which he sat in an armchair as peacefully as a man in his parlor. He was supremely confident, if not entirely coherent or truthful, as he ratcheted the tension down a notch. The pro-Russian leader of Ukraine, Viktor Yanukovych, mishandled the rising protests in Kiev, Putin said, before adding that actually everything was the fault of the meddling Americans. "They sit there across the pond as if in a lab running all kinds of experiments on the rats," said Putin. "Why would they do it? No one can explain it." He allowed that Yanukovych's political career was finished once he fled into the night with protests raging in Kiev. "I told him he had no chance of being re-elected," Putin said. Nonetheless, he added, Yanukovych is still Ukraine's rightful President.

The Russian leader did not have to make sense, entirely, because he had a different brand of logic on his side. Consider this: On March 1, when he mobilized his troops to seize Ukraine's strategic Crimean Peninsula, home of Russia's Black Sea fleet, Putin was facing a nationalist revolution uncomfortably close to his western border, with the prospect that Moscow might lose sway over a country it has historically regarded as a vassal. Three days later, having shocked the world by threatening a war, he once again held sway over Ukraine's destiny. Though a blustering U.S. Secretary of State John Kerry walked the streets of Kiev on March 4 in a show of support for the uprising and the shaky coalition government it had spawned, Putin had effectively defined the limits to which Ukrainian independence will go and could rest assured that nothing too alarming would happen inside this corner of Russia's influence.

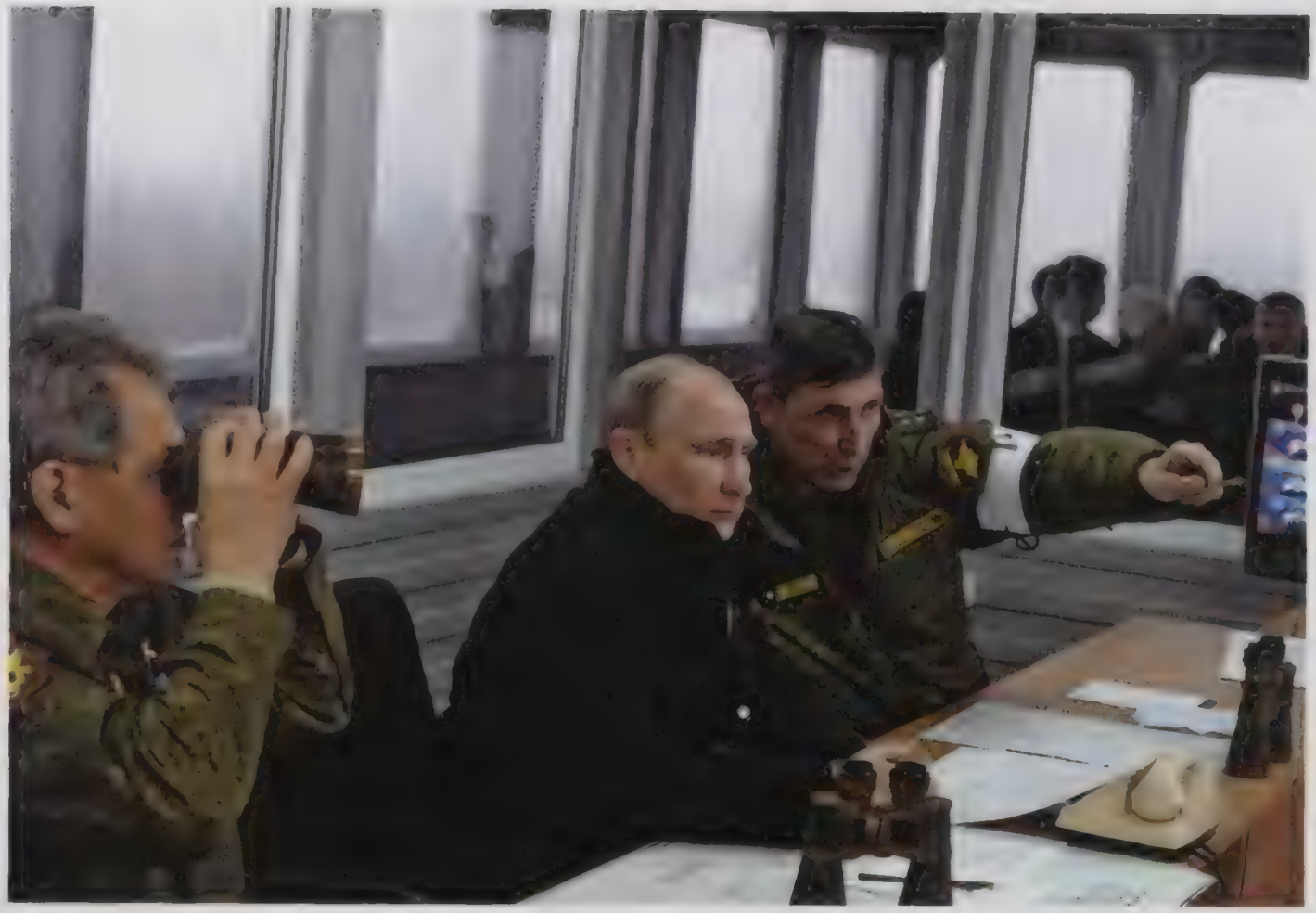
By mobilizing, Putin pushed the Germans, the Dutch and various other European nations to weigh Ukraine against their own dependence on Russian oil and natural gas and their profits from exports to Russian consumers. Putin read with satisfaction as they signaled their unwillingness to offend him with stiff sanctions against his country, his cronies or himself. And the Chinese also blessed his display of muscle with a flourish of diplomatic doublespeak. In war-weary America, President Obama scolded Putin on behalf of his often cited but rarely seen "international community"—even as the community, as usual, melted away.

To see where this leaves the Ukrainians, think back to brave Colonel Mamchur and his band of potential martyrs at Belbek air base. They are the likely prototype of Ukrainian patriots in the age of Putin. They remain free to make harmless gestures of independence alongside their ever present Russian counterparts. But they now know what could be learned only by staring into the barrel of a Kalashnikov: that the Russians retain the option to start shooting. They did it in Georgia in 2008 over the protests of U.S. President George W. Bush. Can anyone doubt now that Putin would do it again?

The U.S. insists that Putin faces serious consequences, but those words may ring hollow to the patron of Syria's Bashar Assad. For now, the Russian leader holds the trump cards in Ukraine: namely he has troops on the ground and the gall to use them. Ukraine—and the world—may have little choice but to make some sort of deal with Putin, perhaps a fig leaf of autonomy in the eastern part of the country alongside a border buffer friendly to Moscow. In the longer term, however, Putin has made an enormous gamble, arguably the biggest of his career. Ukraine is now his problem, and a very large problem it is, with its internal strife and ruined finances. Russia's already struggling economy can scarcely afford to prop up another failed client state. For all his smug self-confidence, the strongman may have put his hands to a weight too heavy to carry.

Nobody's Idea of a Prize

THE QUESTION NOW HANGING OVER THE crisis in Ukraine is why, exactly, anyone wants the place. Set aside Crimea, the bulging near island that commands the Black Sea; shields the mouth of the Don River; and protects shipping routes between Russia, Turkey and southeastern Europe. Nations will seek to control Crimea as long as warriors and goods travel the world in



Keeping watch *Putin surveys military exercises at the Kirillovsky training ground near St. Petersburg on March 3*

ships. The remainder of Ukraine, though rich in topsoil and raw materials, struggles under the weight of internal strife and deep-rooted corruption. Once propped up by the old Soviet Union, its economy has been sagging since independence in 1991, and the looted country is now on the edge of bankruptcy.

Before the sudden collapse of Yanukovych's presidency, the Russians were vying with the E.U. and the International Monetary Fund for the dubious pleasure of bailing out Ukraine's sinking state. Putin was dangling billions in loans and subsidized natural gas—an especially attractive prize in wintertime—while Europe, with varying degrees of enthusiasm, suggested massive IMF loans conditioned on genuine reforms to the Ukrainian economy.

Even if Ukrainians were a united people, they might have been torn between these alternatives. Life in Russia's sphere is no bed of roses; on the other hand, shaping up a bankrupt economy at the behest of the IMF is no fun either. It would mean giving up the subsidized utility prices and shutting inefficient state-run firms that are taken for granted even by those who cheered on the revolution. After Putin's military gambit, the Europeans began to put together a $15 billion loan and aid package.

But Ukraine is far from united: heavily Russian in the east, the country is seethingly anti-Russian in the west—where Ukrainian nationalists groaning under Stalin's yoke initially flocked by the thousands to join the Nazis during Hitler's 1941 blitz on the Soviet Union. In the south, Muslim Tatars, normally peaceable, are a tantalizing lure to Islamic extremists from the restive Russian republics of Chechnya and Dagestan.

So Ukraine has moved uncertainly back and forth since the breakup of the Soviet empire, sometimes leaning westward, other times to the east. By employing some of the same tools of social media that helped fuel popular uprisings in the Middle East, Ukrainians in Kiev finally appeared to tip the balance. Staging protests in the city's Independence Square, known as the Maidan, they ramped up pressure for a decisive move toward the E.U., which already includes Ukraine's neighbors Poland, Slovakia, Hungary and Romania. The uprising peaked as the world's attention was focused on the Olympic Games in the Russian city of Sochi. Protesters waged a bloody battle with Yanukovych's forces that ended with the sudden flight of the pro-Russian President.

According to Russian authorities, Putin saw no alternative but to intervene at that point. A proud veteran of the KGB, Putin is known to view East-West relations in terms familiar to every product of the old Soviet propaganda. The E.U. equals NATO equals the U.S. equals fascism. Attempting to translate Putin's thinking, Vladimir Rubanov, retired general of the KGB and now a key figure at a Kremlin-connected think tank in Moscow, interprets the collapse of Yanukovych's government as if it were a Western invasion: Russia has no choice but to preserve certain strategic assets. "The approach of NATO to our immediate borders and to the home of the Black Sea fleet, that is of course a red line for Russia," he says. "It is inadmissible in a strategic sense. We would be backed against a wall." (Even so, Rubanov continues, Putin overreacted.)

But if his fellow Russians can see Ukraine through Putin's eyes, it doesn't necessarily follow that they seek to make the struggling country's problems their own. Russia has its own deep problems, which the flash of strength in Crimea can scarcely mask. Even before the crisis

PREVIOUS PAGES: YURI KOZYREV—NOOR FOR TIME; PUTIN: YURI KOZYREV—NOOR FOR TIME

in Ukraine, the Russian economy grew at only 1.3% last year, and it will be lucky to grow this year at even 1%, despite oil prices of over $100 a barrel. (About 70% of Russia's export revenue comes from oil and gas.) That says a lot about how broken Putin's petrostate is.

So when markets opened on Monday morning after the Saturday mobilization, key Russian stock indexes tanked by more than 10%—almost $60 billion in stock value wiped out in a day, more than Russia spent preparing for the Winter Olympics. The state-controlled natural gas monopoly Gazprom, which accounts for roughly a quarter of Russian tax revenue, lost $11 billion in market value, enough to cover the lion's share of the amount Russia had promised to the teetering regime in Ukraine in December and then froze in January as the revolution took hold. The Russian central bank was forced to jack up interest rates in response to a record plunge in the value of the Russian currency.

A partial rebound on March 4 indicated the market's delight at Putin's step back. But lasting damage was done, said Timothy Ash, head of emerging-market research at Standard Bank. "This has to fundamentally change the way investors and ratings agencies view Russia," he noted. At a time when Russia's economic growth was already stagnating, "this latest military adventure will increase capital flight, weaken Russian asset prices, slow investment and economic activity and growth."

Ordinary citizens will also cast a wary eye on Putin's efforts to tame Ukraine without absorbing its problems. "In recent years, the whole image of Ukraine has deteriorated," says Valery Fedorov, general director of the Russian Public Opinion Research Center, a state-funded polling operation. While leery of Western meddling in the country, the Russian public has little hope that this dysfunctional neighbor can find its way to civic and economic health. An early February poll by the center found that nearly 3 out of 4 Russians opposed any intervention in Ukraine's internal affairs.

DIVIDED LAND

UKRAINE'S POPULATION IS SPLIT BETWEEN THOSE WHO SPEAK UKRAINIAN AS A FIRST LANGUAGE AND THOSE WHOSE MOTHER TONGUE IS RUSSIAN

Crimea Without Punishment

THE U.S. SECRETARY OF STATE ARRIVED IN Kiev on March 4 amid rumors of war: Ukrainian and Russian troops were "massing" on either side of the isthmus between Crimea and mainland Ukraine, one senior State Department official told reporters. But as Kerry's visit unfolded, the war did not materialize, and the American was left to speak vaguely of possible sanctions against the Russians even as Europe wobbled. In a heavy gray mist, Kerry visited the Maidan to pay tribute to the martyred protesters. The smell of raging fires still hung in the air, and heaps of flowers contrasted with the black and ash of the charred junk piled into barricades.

Two women squeezed through the crowd. "We hope for your help!" one exclaimed.

"We will be helping," Kerry replied—then corrected himself. "We are helping. President Obama is planning more assistance."

What can he do? "The only way to undo Russian control of Crimea is to use military force," says Charles Kupchan, a professor of international affairs at Georgetown University, about the Russian occupation, "and that is out of the question." Obama is left with a menu of small plates, from which he will struggle to serve up something substantial.

When Putin invaded Georgia, Bush used U.S. warships to deliver humanitarian aid, and the same might be possible should Putin push into mainland Ukraine. But there is no reason to believe the results would be any better now. Russia could respond by cutting off U.S. access to Afghanistan from the north or further undermining U.S. efforts to restrict Iran's nuclear ambitions. Any hope of Putin's help in halting the carnage in Syria is already gone.

There may be some traction in the Administration's proposal to put inter-

God and guard *Crimea's Archbishop Kliment stands outside a military base surrounded by Russian soldiers in unmarked uniforms*

national observers in eastern Ukraine to safeguard the rights of ethnic Russians. That could remove an excuse for Russian intervention on the mainland, but it does nothing to punish Putin for seizing Crimea. There's talk in Washington about possible steps to isolate Russia from the international scene and freeze the travel and money flow of the Russian oligarchs. These steps range from difficult to impossible, given the resistance of Germany and other European nations. "The Administration cannot eject Russia from the G-8 or the G-20 without the support of other members," says Paul Saunders, head of the Center for the National Interest. "Germany does not appear to support ejecting Russia from the G-8 at this point." Nor is there any appetite in China, one of Russia's biggest trading partners, to apply any kind of pressure on Putin. In a March 4 phone call between the Russian leader and his Chinese counterpart Xi Jinping, the Chinese leader wagged no fingers. "Xi said the situation in the Ukraine, which seems to be accidental, has the elements of the inevitable," noted the official Xinhua News Agency.

Unilateral U.S. sanctions would mean little to Moscow, which earns the bulk of its money by selling natural resources to near neighbors. "It's only $40 billion in trade, so it's very different from China, where we have hundreds of billions in trade," says John Negroponte, former Director of National Intelligence.

Kerry knows this and couldn't quite keep it hidden during his visit to Kiev. When another Ukrainian pressed close to ask for American support, the Secretary replied, "We are trying our best." Then he added weakly, "We hope Russia will respect your election."

There's that signature Obama-era word again: *hope*. It runs up against its limits with a man like Vladimir Putin. President Obama preaches win-win. He believes in multinational teamwork in a world where "the tide of war is receding." The Russian leader lives by a much older principle: I win, you lose. When Obama spent some 90 minutes on the phone with Putin as the situation in Ukraine went from turmoil to crisis, Obama said Russia would "pay a price" for belligerence. Kerry elaborated for the American public: "You just don't in the 21st century behave in 19th century fashion by invading another country on completely trumped-up pretext."

That may be giving Putin credit for a few more centuries than he merits. With his waxed skull and often naked chest, Putin could be channeling Yul Brynner in *Taras Bulba*, the 1962 Hollywood epic in which an avenging medieval Cossack hero cleanses Ukraine of the taint of Western influences. It might be useful to ask if both men are out of touch with the times, which seem to breed uprisings and insurgencies and grassroots movements faster than the leaders of great powers can tamp them down. Putin looked smug and Obama rather helpless as the latest act played out in Ukraine. But it's not difficult to imagine that a day will come when Russia will groan under the weight of another unhappy neighbor.

Meanwhile, life is a bit more sour for everyone inside what is sometimes called the international community. Leonid Kalashnikov, vice chairman of the foreign-affairs committee of Russia's State Duma, summed things up well after the legislature's unanimous vote to authorize Russian troops in Ukraine. There will be no lasting damage, he said, because there is nothing to damage. "We already don't trust each other," he said of the West. "They say their bit, we say ours. And it doesn't seem to matter." —WITH REPORTING BY MICHAEL CROWLEY/WITH SECRETARY KERRY, RANA FOROOHAR/NEW YORK, JAY NEWTON-SMALL/WASHINGTON, DIANA KULCHITSKAYA/MOSCOW AND HANNAH BEECH/BEIJING ■

YURI KOZYREV—NOOR FOR TIME

Red-Hot Town

Nashville and its economy are on fire, sparked by a booming cultural scene, world-class health care, rising universities—and a really good spot on the map

By Jon Meacham

PLUS

Eight other U.S. regions getting it right

→ [illegible] FOR STORY

Photograph by Josh Anderson for TIME

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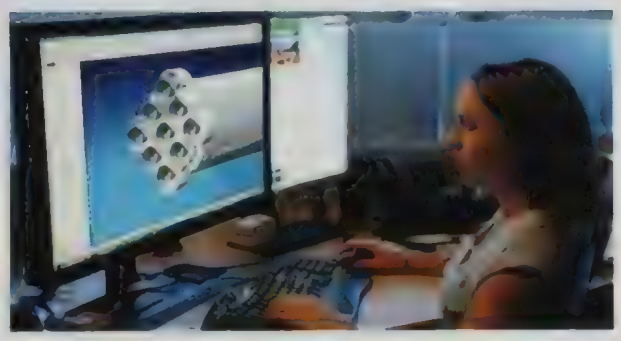

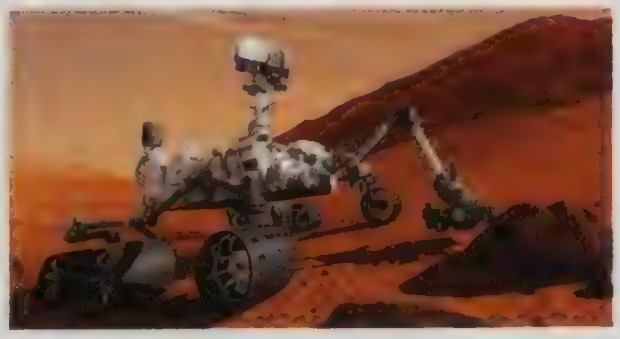

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It was, I think, the hum. At midday recently at Joe Ledbetter's BrickTop's restaurant in Nashville—a busy spot on West End Avenue near Vanderbilt University and the city's Music Row—the Tennessee state commissioner of economic development was lunching nearby, at a table adjacent to the head of a private K-12 school. The rector of the city's largest Episcopal church sat in one corner near the general counsel of a huge privately held technology company that migrated to town from the West Coast a decade ago; the head of a major private-equity firm was in a booth across the way, debating between the bistro chicken and the Cobb salad. Absorbing the scene, a visiting out-of-towner looked up from his iced tea and shook his head with an admiration that bordered on envy. "This place," he said, "just sounds prosperous."

So it did—and so does Nashville, where my family and I moved from New York in 2012. In the buzz, the visitor heard what Jay Gatsby heard when he listened to Daisy Buchanan, whose voice, Fitzgerald wrote, was "full of money." Loud but not deafening, energetic but not frantic, the BrickTop's vibe is a kind of running fever line tracking the upward mobility of a city so culturally and economically hot that parents at kids' basketball games joke about how the only place to go is down. The story of Nashville's current prosperity is a case study in how to make the most out of organic advantages. The specific factors behind its rise aren't readily transferable, but the larger lessons about what works are. Chief among the takeaways from the Music City's revival: culture is commerce.

Nashville has had the strongest employment growth of any large metropolis since the Great Recession. It was the second-fastest-growing U.S. city for most of 2013 and the only one in the top four outside of oil-booming Texas. The city's cost of living, meanwhile, is cheaper than the U.S. average by over 13%. Office vacancies fell to 10.4% from 12.3%, among the 10 biggest declines in U.S. markets last year, according to CBRE, a commercial real estate firm. Foodies flock to nationally lauded new restaurants housed in shuttered factories, while well-to-do college graduates rent their first apartments in the Gulch, a former brownfield transformed into the first LEED-certified neighborhood in the South.

Middle Tennessee is one of at least a dozen red-hot but sometimes overlooked regions that have successfully pulled themselves out of the Great Recession and into a broad, rising prosperity. Though the ingredients for the booms are often similar, each region has a different recipe. So what's Nashville's secret?

Tommy Frist, a son of Hospital Corporation of America's (HCA's) founding Frist family, who left Nashville in the late 1980s but returned a decade ago to work and raise his own family here, ticks off "four buckets" that he believes contribute significantly to the city's good fortune. There is employ-

Regions On the Rise

From a Rocky Mountain metropolis to a Down East port, these eight places have hit on a recipe for reviving their local economies

1

BOISE, IDAHO

Once the gateway to remote mining camps, Idaho's capital has become a techy boomtown with a thriving cultural scene. An economy boosted by megagrocer Albertsons, the multinational Micron Technology and the potato giant J.R. Simplot has helped jump-start a fast-growing real estate market.

2

PROVO, UTAH

The rare teetotaling college town, Provo is anchored by Brigham Young University, a mammoth private institution run by the Mormon Church. Its generous business climate, proximity to Sundance movie mecca Park City and flourishing startup culture have made Utah's third largest city into one of the nation's top places to launch a career.

Illustration by Chris Dent for TIME

ment stability in health care, entertainment, higher education and government. There is the wealth effect of ownership that extends deep into the ranks of some large enterprises, such as HCA, Ingram Industries and Dollar General, and those people and their money generally stay in middle Tennessee. There is a single metro government, thus reducing friction in governance and facilitating more private-public partnerships. And there is the more ineffable but no less real issue of livability. "Nashville is a soulful city in a way that Charlotte or Atlanta just don't seem to be," says Frist. "The vibe is cool, but it's warm and comforting too."

The current boom can be traced to a conversation at the Masters Golf Tournament nearly 50 years ago

In some ways the current boom can be traced to a conversation at the Masters Golf Tournament that took place nearly half a century ago with legendary Nashville banker Sam Fleming. There Frist's grandfather and father, Drs. Thomas Frist Sr. and Jr., and Jack Massey, who was part of the deal to buy Kentucky Fried Chicken from Harland Sanders, talked over the economic virtues of privatized hospitals built to accommodate the growing Sunbelt. They saw an opportunity to professionalize the management of, and attract capital to, a heretofore cottage industry.

They were right, and HCA was soon born. The Nashville Healthcare Council has published a "family tree" of more than 500 companies, many of them spun off from HCA, Vanderbilt University Medical Center and HealthTrust, a cost-management company partnered with 1,400 hospitals that is itself an HCA descendant. More than 250 health care companies remain in the city, including 13 publicly traded companies directly employing over one-eighth of the city's workers and putting $30 billion into the local economy annually. HCA has bounced back from a massive health care fraud settlement, and the sector has experienced overall growth of over 63% since 2000 and employment growth of nearly 20% over the past decade.

Then there's music, a primal element in the life of the city. In the 1960s, a young Columbia Records staffer named Kris Kristofferson flew a helicopter into Johnny Cash's backyard in a Nashville suburb, recording demos in hand. In 1973 a drunk, depressed Willie Nelson left the downtown honky-tonk Tootsie's late one night to lie down in the middle of a snow-covered Broadway hoping to get run over. "It was a town of characters for a long time," says Don Cusic, a leading country-music historian and a music-business professor at Belmont University. "They haven't disappeared, but it's so corporate now."

The shift from chaos to corporatism might be bad for add-

3

DENVER

The Mile High City boasts Rocky Mountain vistas, 300 days of sunshine per year and a [illegible] It's also at the center of the nation's first legal recreational marijuana market, which is projected to bring Colorado $133 million in state taxes in 2014.

4

SAN ANTONIO

One of several fast-growing Texas megalopolises, San Antonio is [illegible] like Rackspace as well as operations for such aviation giants as Boeing and Raytheon. The secret to its success? An educated population that enjoys the lowest cost of living of the nation's 10 biggest cities.

5

SIOUX FALLS, S.D.

The agribusiness hub has remade itself into one of the [illegible] Businesses and young residents (median age: 35) are drawn by the 3.2% unemployment rate and the absence of corporate and personal income taxes.

ing to lore and legend, but it's been fabulous for the bottom line. The music and entertainment industry provides $10 billion to Nashville's economy annually, sustaining more than 56,000 jobs. "It's like high school with money," says Gary Overton, CEO of Sony Music Nashville. "We all know each other. We know the spouses. We know the dogs. Our kids go to school together."

Taylor Swift's story blends the old and new Nashvilles—she arrived because of the former and stays because of the latter. "I decided to move to Nashville when I was about 10 years old," Swift tells TIME. "I was obsessed with watching biography TV shows about Faith Hill and Shania Twain, and I noticed that both of them went to Nashville to start their careers. From that point on, I began relentlessly nagging, begging and pleading with my parents to take me on a trip there. When I was 11, my mom took my brother and me to Nashville on spring break, and we drove up and down Music Row." By the time Swift was 13, she had a development deal and her parents made the move from Pennsylvania.

Swift has not considered decamping to Los Angeles or New York City as her star has soared. "Choosing to have my management company based in Nashville just made sense because my family is there as well as my record label," she says. "I never think about moving home bases. It's

6

NASHVILLE

The Tennessee capital is in the midst of an enviable renaissance. Since 2010, Nashville has [illegible] Its location at the nexus of three interstates makes it a regional shipping hub for rail, trucking and river freight. And a cultural resurgence has led to trendy boutiques and nationally acclaimed farm-to-table restaurants sprouting alongside the old reliables by Music Row. With the recession in its rearview mirror, Nashville is hitting all the right notes.

7

GREENVILLE, S.C.

[illegible] BMW and Michelin, which built manufacturing plants nearby, have invested more than $11 billion in the state. Unemployment in the region hovers around 5%.

8

RALEIG

Stellar univer graduates into t and health care s Raleigh's econom [illegible] the capital is als high-tec

Nashville tempts transplants with health care, music and warm weather. Average high: 70°F

The average credit score of Sioux Falls residents is 713, among the highest in the nation

hard to describe why you consider a town your home base, except that when people ask me, 'Where's home?' I don't even think before I say, 'Nashville.'"

Swift loves the Nashville code: the city leaves its stars alone. "The cool thing about spending time in Nashville is that no one knows when I'm there," she says. "In New York and L.A., there are photographers waiting on the street, and it seems like every errand I run is photographed and documented. You don't see as much evidence of me spending time in Nashville because I'm not being photographed at the grocery store."

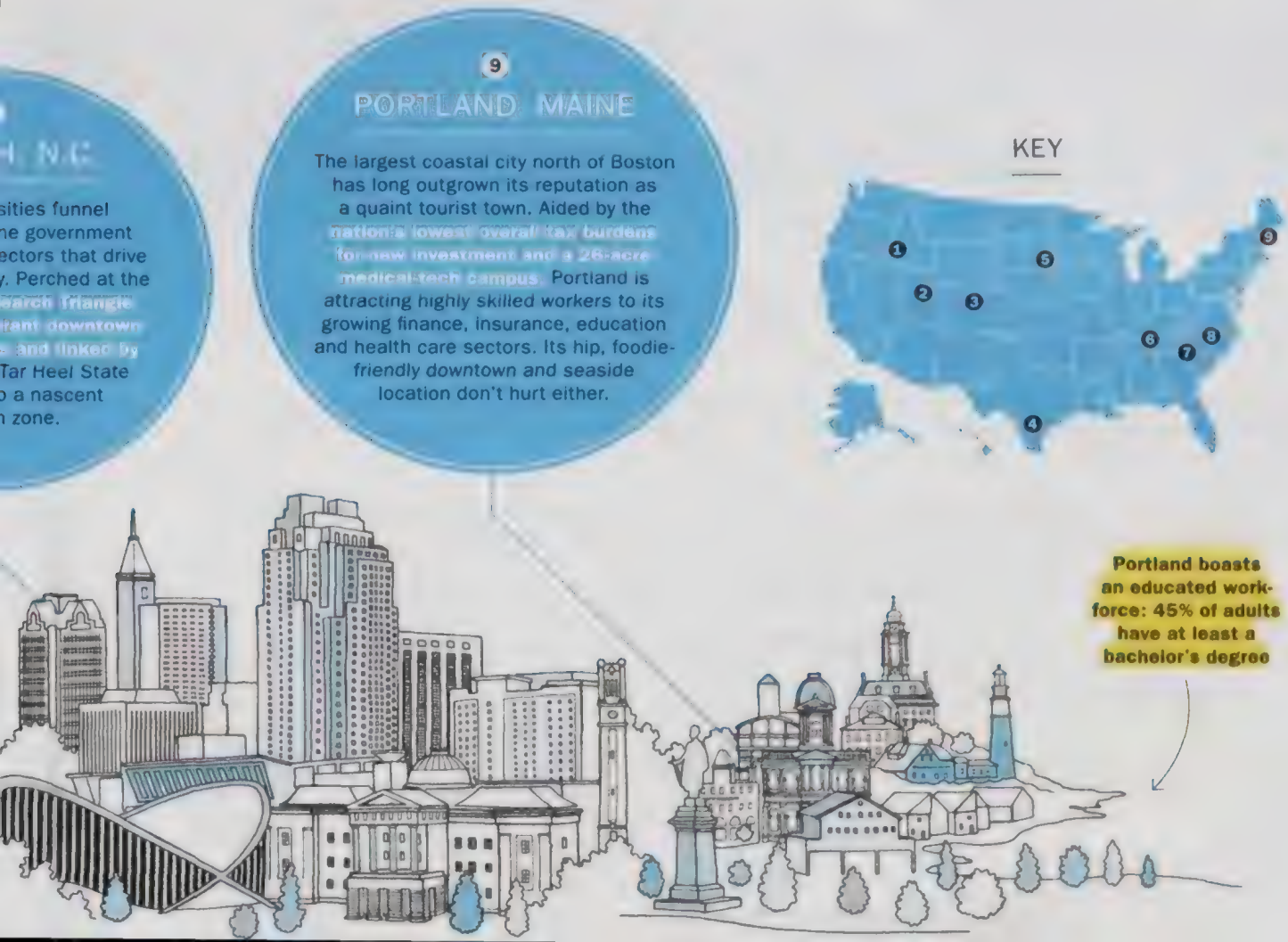
'I never think about moving ... When people ask, "Where's home?" I don't even think before I say, "Nashville."'
—TAYLOR SWIFT

In the beginning, however, there was not music but education—and lots of it. Nashville's first pass at branding was not Music City but the Athens of the South, a designation that recognized the high concentration of colleges and universities and a civic fondness for classical architecture. Beyond the aesthetics, the education sector is hugely significant. "It's a really powerful, synergistic relationship," says Vanderbilt chancellor Nicholas S. Zeppos, whose trajectory reflects Nashville's culture of organic growth. Zeppos went to Vanderbilt to teach in the law school, rose to become provost and now presides over one of the hottest schools in the U.S. (A word of disclosure: I am a visiting faculty member at Vanderbilt.)

Nashville is home to more than 100,000 students and 21 higher-education institutions, with 60% of graduates choosing to stay in the area. The leader is Vanderbilt, the second largest private employer in the state. Middle Tennessee State University, which has more than 24,000 students, pumps over $1 billion of revenue and nearly 12,000 jobs into the Nashville area. Belmont, which hosted a presidential debate in 2008, has more than doubled its enrollment since 2000, and its music-business program serves as a pipeline to Music Row.

The political element in Nashville's rise offers powerful evidence that reflexive partisanship is bad for business. Under the mayoralties of Democrats Phil Bredesen (who went on to serve two terms as governor), Bill Purcell and Karl Dean, Nashville has become the richest city in the most Republican of states. Part of the secret is that metro elections are nonpartisan. For the mayor and council members (there are 40 of them), there is a general election, and if you don't get 50% of the vote, there's a runoff. "It truly is nonpartisan—there's no party labels, and people don't talk about it," says Dean, the current mayor. "Historically, the city is just very moderate."

And very lucky in its political leadership. Purcell, Bredesen and Dean have given the city several decades of shrewd



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Somewhere in America, the people of Siemens are creating answers that will last for years to come.

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Hot plates *Rolf & Daughters has helped turn Nashville into a culinary destination*

JOSH ANDERSON FOR TIME

service. In the early 1990s, BellSouth (now AT&T) built the "Batman Building" as its regional headquarters in downtown Nashville. The building, the tallest in Tennessee, has become the anchor of the city's skyline. BellSouth also pushed ahead with plans for what would become Bridgestone Arena, without knowing what team or sport it would field. "We just went ahead and almost like a leap of faith put up this really monumental and iconic arena," says Steve Turner, a local entrepreneur and philanthropist.

To bring the NFL to town, Bredesen wooed Houston Oilers owner Bud Adams with the promise of a free, brand-new stadium, a $29 million relocation-fee sweetener and 100% of stadium-related revenue. A prominent family, the Ingrams, agreed to move one of its distribution facilities down the river to make way for what would become LP Field, home to the Tennessee Titans. At about the same time, Nashville changed its zoning codes, allowing residential projects in much of downtown that had been blocked off since the mid-1970s.

In 2010, with construction under way on the nearly $600 million Music City Center, Nashville offered huge tax incentives to attract a luxury hotel, eventually hauling in the $268 million, 800-room Omni. The hotel shares a lobby with the Country Music Hall of Fame and Museum, which will double in size in the midst of this year's $100 million fundraising campaign. The expanded music shrine may bring even more visitors to town. The current tourist boom helped area hotels book nearly all their rooms on 31 weekends in 2013.

Generating growth is one thing. Sustaining it is another. Tennessee has no income tax—a great starter for attracting businesses and new residents but not a great finisher for raising large sums for public-sector investment, particularly for education, a longtime area of concern. One thing about prosperity is that it tends to put a city's vices as well as its virtues on vivid display. Over 72% of students in metropolitan Nashville's public schools are economically disadvantaged. Only a third of elementary- and middle-school students meet grade-level standards in math, and 2 out of 5 meet the grade level in reading. Nashville is now on the map for education-reform activists, largely because in 2010 Tennessee was one of the first two states to win a Race to the Top grant, receiving $500 million over four years from the federal government. Dean considers education one of his top two priorities for the future. (The other is transit, and his plan to connect the city's east and west sides through a bus rapid-transit line has ignited fierce debate.)

On any given day at BrickTop's, usually over deviled eggs and sugar bacon—a specialty of Ledbetter's—there are reformers and politicians and bankers and artists and academics talking about all of this and more. Nashville has done a masterly job of assessing what's right in front of it—the health care story, the music story, the higher-education story—and then figuring out how to use those stories to create appealing lives and livelihoods. And the city has managed all this with more than a little grace and graciousness; rough edges tend to be smoothed out by an ethos of manners and hospitality. Running into neighbors and new colleagues in the bar that connects the front door to the dining room, newcomers to town hear a common refrain. "We're glad you're here," people say—words that ring true amid the buzz of good times and that help explain why so many folks are glad to be coming to a big civic party that shows every sign of having only just gotten started.

—WITH REPORTING BY ALEX ROGERS/WASHINGTON ■

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THE TOP OF AMERICA
AFTER 12 YEARS OF ANTICIPATION, THE TALLEST SKYSCRAPER IN THE WESTERN HEMISPHERE IS READY FOR ITS CLOSEUP. HOW 10,000 WORKERS LIFTED 104 FLOORS, GAVE NEW LIFE TO AN INTERNATIONAL SYMBOL AND CREATED ONE SPECTACULAR VIEW
BY JOSH SANBURN
Photograph by Stephen Wilkes for TIME

KEVIN MURPHY SAYS HE HAS THE BEST OFFICE IN AMERICA, AND I'M NOT ARGUING, NOT HERE, 1,250 FT. ABOVE NEW YORK CITY, FROM A VANTAGE

point so high that the Statue of Liberty looks like a toy and the Brooklyn Bridge seems so small and close, we could reach down and scoop it out of the East River. Not when lower Manhattan, once as quiet as a Quaker meeting, hums like a well-oiled engine more than 100 stories below our feet.

Murphy works at the top of a building that is so much more than four walls and a roof: One World Trade Center is a statement of hope and defiance written in steel and glass, a marvel of persistence, a miracle of logistics. It is the tangible expression of a people forced quite literally to dig deep for new footings after an unspeakable blow, and there were many dark moments when it was hard to believe that anyone would stand here again.

"I'm like everybody else, looking at this place in amazement," says Murphy, who leads the team of ironworkers that has pieced together the skeleton of this skyscraper. "This is going to define New York."

For the past 12 years, it sometimes seemed as if New York's defining feature would be a 16-acre gash that wouldn't heal. Tangled in political power struggles and red tape, the site cleared by the terrorist attacks on Sept. 11, 2001, long ago lost any luster of post-9/11 unity. Nine governors, two mayors, multiple architects, a headstrong developer, thousands of victims' families and tens of thousands of neighborhood residents fought over this tiny patch of real estate as if every clod were holy and every windswept acre held the fate of the Western world.

Progress came in fits and starts. A forced marriage between two architects with divergent ideas for the building—the site's master planner, Daniel Libeskind, and David Childs, 1 WTC's lead architect—slowed the pace. Three years passed after 9/11 before the symbolic cornerstone signaling the beginning of construction was laid. Two more went by before a design for the memorial was finalized. All the while, 1 WTC, the only building on the site that would reach the heights of the Twin Towers, was little more than a gaping hole in the ground. As the years passed and the delays mounted, it was impossible not to wonder, What's taking so long? And worse, Have we lost the capacity to rebuild?

The answer, in part, was just beneath the surface: 10,000 workers attempting one of the most complicated construction projects ever in one of the most densely populated places on the planet. The design, almost entirely Childs', called for a 104-story tower that includes a bomb-resistant 20-story base set on 70-ton shafts of steel and pilings sunk some 200 ft. into the earth. This unseen subterranean structure would support 48,000 tons of steel—the equivalent of 22,500 full-size cars—and almost 13,000 exterior glass panels sheathing a concrete core crowned by a 408-ft. spire whose beacon would glow at the symbolic height of 1,776 ft.

Crowning the spire *Ironworkers climb down from the communication rings near the top of 1 WTC's 1,776-ft. peak*

(eclipsing Chicago's Willis Tower as the tallest building in the western hemisphere). The structure includes enough concrete to lay a sidewalk from Manhattan to Chicago. And that was just one part of a 16-acre project that was the equivalent of building five Empire State Buildings on a plot of land the size of a suburban shopping mall—while tens of thousands of commuters traveled under the work zone each day.

But the long wait was also the result of a nearly impossible mandate: One World Trade Center needed to be a public response to 9/11 while providing valuable commercial real estate for its private owners, to be open to its neighbors yet safe for its occupants. It needed to acknowledge the tragedy from which it was born while serving as a triumphant affirmation of the nation's resilience in the face of it.

"It was meant to be all things to all people," says Christopher Ward, who helped manage the rebuilding as executive director of the Port Authority of New York and New Jersey. "It was going to answer every question that it raised. Was it an answer to the terrorists? Was the market back? Was New York going to be strong? That's what was really holding up progress."

Almost 13 years later, many of those questions remain unanswered. The market has roared and slumbered, though financial firms have returned to lower Manhattan and the surrounding neighborhoods are buzzing with energy. The nation remains on perpetual terrorism alert, though this fact no longer

Photograph by Shaul Schwarz for TIME

INSIDE THE TOWER

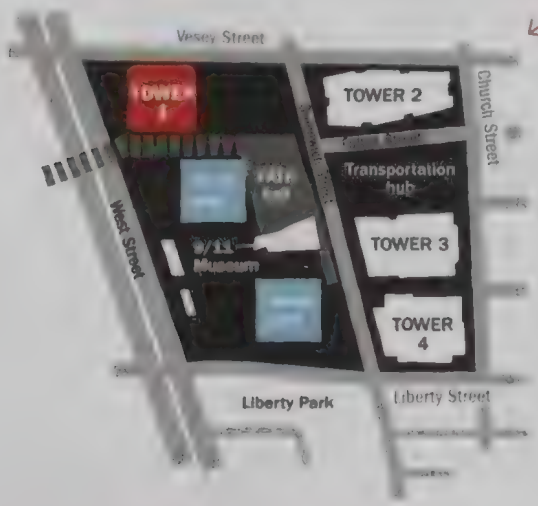
OVER A DECADE IN THE MAKING, ONE WORLD TRADE CENTER IS A MARVEL OF MODERN SKYSCRAPER CONSTRUCTION. HERE'S WHAT WENT INTO IT

BY LON TWEETEN AND EMILY MALTBY

HISTORY Much of lower Manhattan was once underwater. Landfill allowed for development.

THE AREA

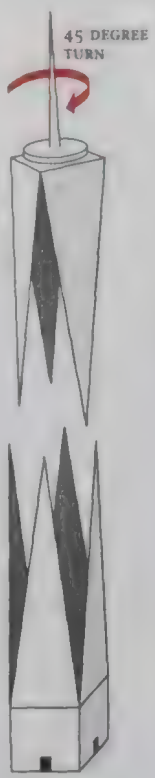
The site of Ground Zero encompasses 16 acres of office buildings, railway lines, a memorial, a museum and a plaza—all built with an emphasis on safety and sustainability.



HOW THE TOWER STACKS UP

One World Trade Center topped Chicago's Willis Tower as America's tallest because its spire is considered an architectural element.

EMPIRE STATE BUILDING	WILLIS (FORMERLY SEARS) TOWER	TAIPEI 101	ONE WORLD TRADE CENTER	MAKKAH CLOCK ROYAL TOWER	BURJ KHALIFA
New York	Chicago	Taiwan	New York	Saudi Arabia	UAE
1,250 ft.	**1,451 ft.**	**1,667 ft.**	**1,776 ft.**	**1,972 ft.**	**2,717 ft.**



SHAPE SHIFTER

Eight triangles fit to form squares at the top and bottom. The roof is turned 45 degrees to the base, creating a spiral effect.

BY THE NUMBERS

MATERIALS

48,000

Tons of steel, more than the amount of structural steel in the Golden Gate Bridge's two towers

208,000

Cu. yd. of concrete, enough to lay a sidewalk 4 in. thick and 4 ft. wide from New York City to Chicago

180,000

Truckloads needed to deliver all of 1 WTC's materials; lined up, the trucks could stretch from New York City to Miami

SUSTAINABILITY

90%

Percentage of office space exposed to natural light

85%

Percentage of construction waste that was recycled

55%

Percentage of lumber sourced from sustainable forests

COST

$3.9 BILLION

Almost $2.5 billion more than it cost to build the Burj Khalifa, the world's tallest building

MANPOWER

10,000

Approximate number of construction workers who helped build 1 WTC

0

Number of fatalities during construction

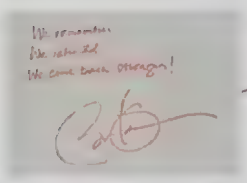
Sources: Port Authority of New York and New Jersey; Council on Tall Buildings and Urban Habitat; Benson Industries; Bureau of Reclamation; Durst Organization

THE SPIRE

Rising over 30 stories above the roof, the spire holds an antenna, a beacon and a lightning rod. Lights projected onto the spire display thousands of colors.

1,776 FT.

The skyscraper's architectural height, symbolizing the U.S.'s year of independence, makes it the tallest in the western hemisphere and the third tallest in the world.



President Obama signed one of the final steel beams installed on the 104th floor.

THE BASE

The first 186 ft. are windowless. The concrete perimeter is 5.5 ft. thick.

EXTERIOR
The concrete is cloaked with 4,232 reflective panels.

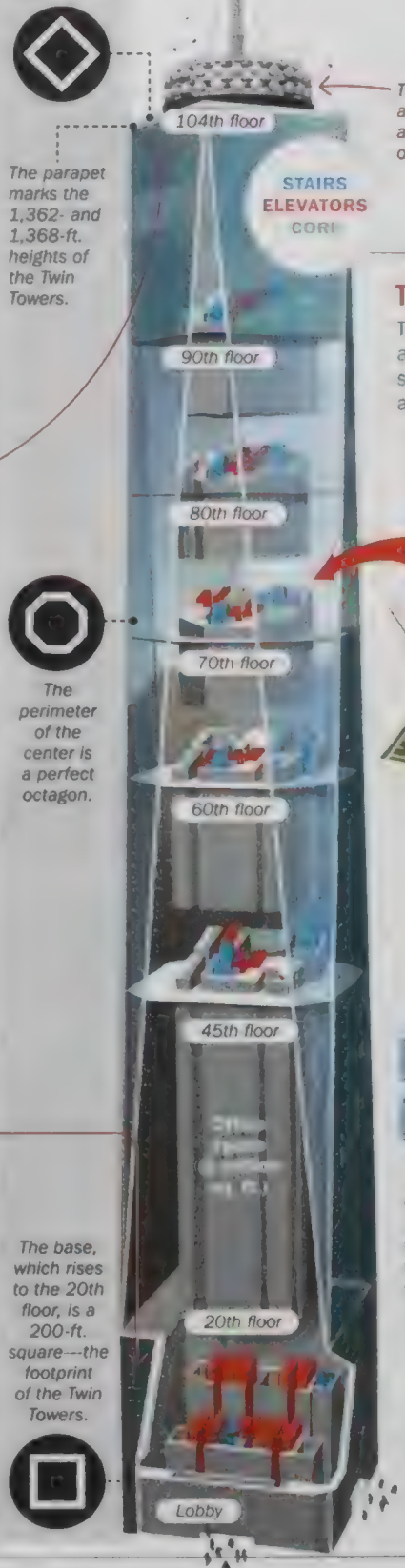
UNDERGROUND
Twenty-seven box columns support the foundation. Some have messages from construction workers and relatives of 9/11 victims.

From a bird's-eye view, the roof is a square.

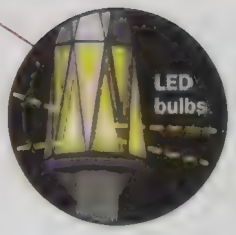
The parapet marks the 1,362- and 1,368-ft. heights of the Twin Towers.

The perimeter of the center is a perfect octagon.

The base, which rises to the 20th floor, is a 200-ft. square—the footprint of the Twin Towers.



The circular support and the beacon are a nod to the Statue of Liberty's torch.



BEACON
288 50-watt LED modules are visible to the naked eye up to 50 miles away on a clear night.

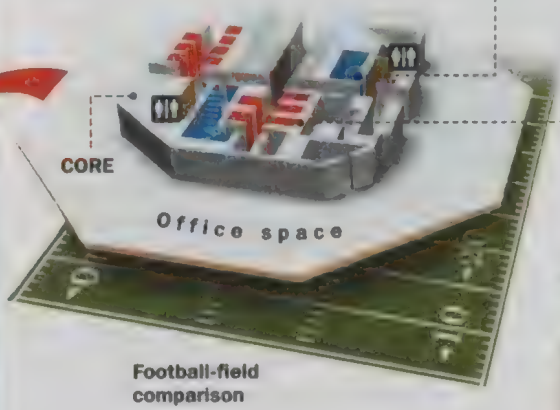
THE INTERIOR

The tower's structural strength comes from a steel-and-concrete core, which houses safety systems such as stairs, sprinklers and communication devices.

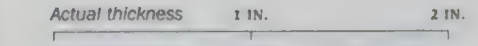
STAIRWAYS
Stairwells are 50% larger than required. One stairwell is for emergency personnel only.

ELEVATORS
Seventy-one elevators can hit speeds up to 23 m.p.h. Some can reach the 100th floor in 60 seconds.

Passageways can be pressurized to keep out smoke and toxins.



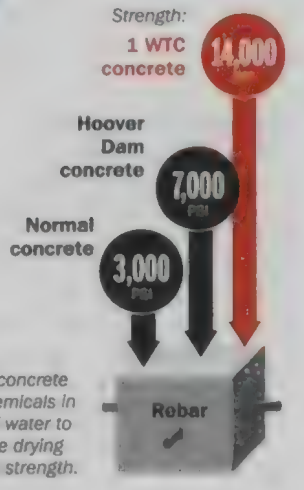
Football-field comparison



Thickest 1 WTC glass

Typical office glass

▲**THE GLASS** 12,774 windows encase the office floors. The glass, averaging 1,200 lb. per panel, is thicker on the lower floors to better withstand bomb-blast pressures. The panes are coated to let light in and keep heat out.



▶**THE CONCRETE**
Concrete is typically made from a combination of cement, stone and sand mixed with water.

1 WTC concrete uses chemicals in place of water to improve drying time and strength.

OBAMA SIGNATURE—JEWEL SAMAD—AFP/GETTY IMAGES

hampers us from going about our daily lives. But at least one answer is known. While 1 WTC may not be all things to all people, its completion signals that America's brawny, soaring ambition—the drive that sent pioneers west, launched rockets to the moon and led us to build steel-and-glass towers that pierced the clouds—is intact. Reaching 1,776 ft. has ensured it.

Getting there, says Childs, has been "the most complicated manufacturing event which is never to be repeated. I mean, it's a onetime event."

Building Down to Build Up

ONE WORLD TRADE CENTER SHARES ITS 16-ACRE SITE WITH other massive projects built at more or less the same time: the transportation hub, which links a series of underground trains that need to operate as work goes on around and above them; a subterranean vehicle-security center, atop which a park and church will eventually sit; the 9/11 Memorial, designed to be the site's central gathering point while doubling as the roof of the vast belowground 9/11 Museum; and three other large office buildings.

In response to its crowded neighborhood, Childs believed 1 WTC needed to be distinctive and concise—as if the site's complexity called for the opposite in the design of its landmark building. "Ask an 8-year-old who spent her spring vacation in Washington to draw something she remembers," he says. "She can get the Washington Monument dead right. There's something powerful about that, at the heart of the city, organizing it all."

The building's exterior is made up of eight isosceles triangles, and as it rises, it morphs from a square into an octagon and then into another square, turned 45 degrees from the first. It gives the appearance of twisting, with the glass triangles meeting in the sky. "This has a clear, logical, geometrical ending to it all," Childs says.

But before anyone could think of reaching that ending, it was necessary to build down into the thick bedrock that underlies Manhattan to plant the structures that would support the 3.5 million-sq.-ft. tower. Construction began on April 27, 2006—four years and 228 days after the 9/11 attacks. The early work was time-consuming and labor-intensive. One challenge was to build around the PATH train, a major artery linking New York to New Jersey, without disturbing the infrastructure. The solution, requiring 18 months of planning, was to proceed by hand, without heavy machinery. "You had people down there with picks and shovels and mini-excavators, maybe digging a foot a night," says Dan Tishman, vice president of Tishman Construction, which manages construction at the site. "It was a surgical approach."

Throughout 2006, workers beat and battered the earth, using precisely calibrated explosives to make room for 27 steel columns and a series of massive concrete footings that reached more than 200 ft. below street level. As they dug into the ground, the crew often came across reminders of why they were there.

"Literally the first thing—and I don't exaggerate by saying the first thing—we were digging and we found human remains that were missed," recalls Steve Plate, the Port Authority's director of construction for the site. The remains had been hidden for almost five years, packed inside buried sewer pipes by the force of the collapsing towers. Over the years, some workers found shoes. Others unearthed wallets. Medical examiners became a regular presence on the site, sifting through debris and isolating material that appeared to contain human DNA. In the early days of excavation, such grim discoveries happened almost daily.

VIEWS FROM THE TOP

With his cell-phone camera, *One World Trade Center head ironworker Kevin Murphy documented* **1.** *The column that eclipsed the height of the Empire State Building,* **2.** *A raising gang working 100 floors up and* **3.** *The East River and Brooklyn*

COURTESY, KEVIN MURPHY (4)

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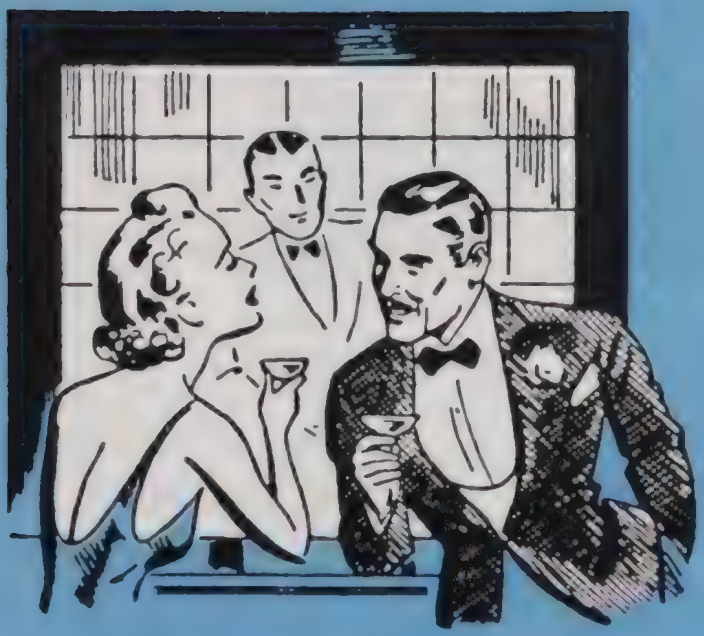

Water crisis?! Oh, I thought you said wine crisis. I nearly panicked.

(More than 780 million people around the world are without safe drinking water.)

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'I'M LIKE EVERYBODY ELSE, LOOKING AT THIS PLACE IN AMAZEMENT. THIS IS GOING TO DEFINE NEW YORK.'

—KEVIN MURPHY, HEAD OF 1 WTC'S IRONWORKERS

Murphy's candids included
1. *One World Trade Center's cloud-covered silhouette above the Hudson River,* **2.** *The beacon that tops the 408-ft. spire,* **3.** *The beacon being lifted to the roof and* **4.** *The crew breaking down a derrick used to remove the final construction crane*

COURTESY KEVIN MURPHY (4)

Other findings were less somber. Timber, struck when workers were digging the foundation of the vehicle-security center, turned out to be an 18th century boat that had been encased in landfill when that part of lower Manhattan was developed in the 1800s. The Hudson River once flowed through the site, and the area that became the original World Trade Center had been a slip. Archaeologists couldn't identify the ship's origins, but they did find a clue to its provenance: a button from a British soldier's Revolutionary War coat. Other discoveries included cattle bones from a 19th century slaughterhouse and a 40-ft. pothole about 110 ft. below sea level, which geologists determined was carved some 20,000 years ago by glaciers that had picked up shale and sandstone from the Palisades in what is now New Jersey. The ice-age terrain had to be filled in with concrete, covered or blasted away to ensure a level foundation for 4 World Trade Center.

As the crew toiled underground, 805 tons of steel was being produced at a Luxembourg plant known for creating the heaviest I-beams in the world. Once they reached the U.S., the 30-to-56-ft. slabs were strengthened with steel plates that increased their weight to 70 tons each. By the end of 2007, workers had placed a ring of steel columns around the perimeter of 1 WTC. By then, the massive concrete footings and foundation were nearly done. But to passersby on the street, the site appeared unchanged.

"The thing that most frustrated me in the early years was when people would say, 'They're not doing anything,'" says Marc Becker, Tishman's deputy general superintendent. "No one knew the magnitude of the below-grade structure."

Below street level sits a formidable building in its own right. The 500,000-sq.-ft. structure supporting 1 WTC is one-third the size of the 1,046-ft. Chrysler Building, which gleams in Art Deco splendor over midtown Manhattan, and it required 45,000 cu. yd. of concrete. A typical New York City skyscraper takes about four years to build. Construction on 1 WTC had barely reached street level in that time span. "I was effectively handed a pit where the symbolic ramp to the bottom still existed," says Ward, the former Port Authority director, who took over the agency in 2008. "There had been some foundation work, but it was largely visually unchanged for almost seven years."

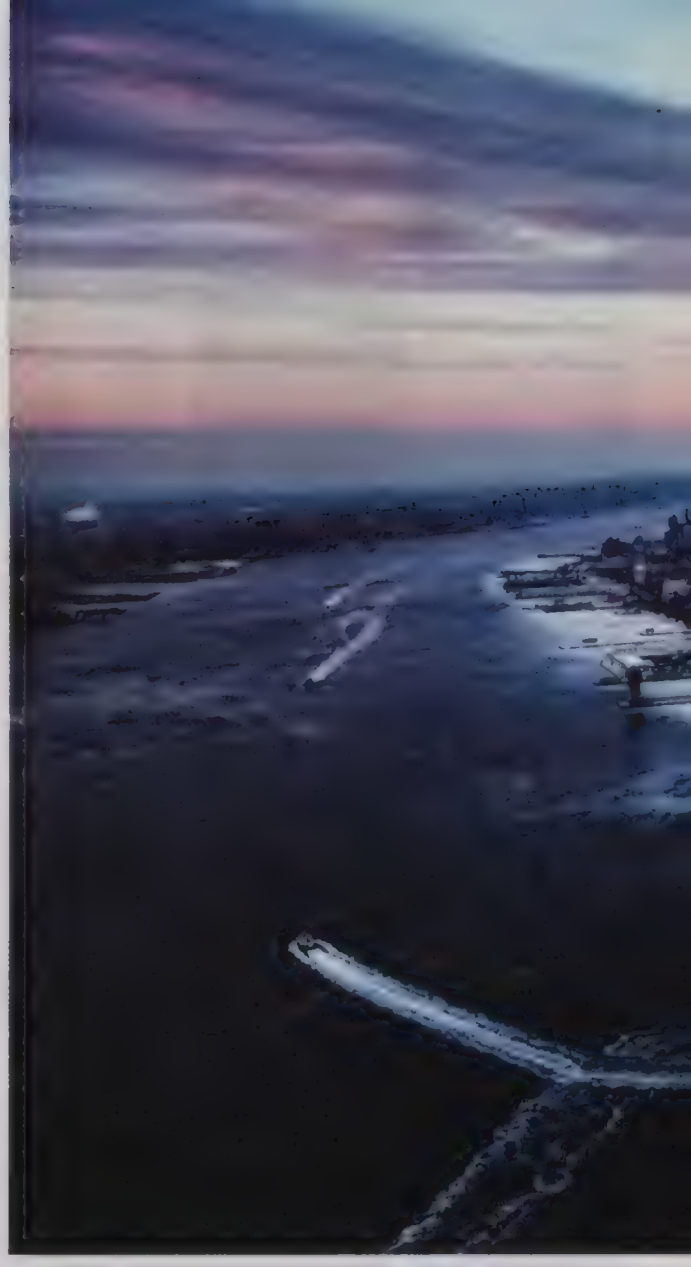
Weeks into his tenure, Ward said publicly what many close to the project had been grumbling about privately: the existing schedules and budgets were a fantasy. He said the real cost of 1 WTC, estimated at $1.5 billion when the design was unveiled in 2005, would be more like $3.1 billion. (The price tag was revised again, to $3.9 billion.) Ward dissolved a contract that failed to hold construction firms to a maximum price, and he extended the workday.

Ward's changes eased the gridlock, and after two years of slouching toward street level, construction quickened. By 2009, workers had begun prepping the site for the 24 gigantic steel supercolumns that form the aboveground base of the tower. Building down was over. It was time to head up.

The Climb

IT TAKES AN ARMY OF TRADESPEOPLE TO BUILD A STRUCTURE LIKE 1 WTC—window installers, laborers, electricians, concrete pourers and carpenters among them. But it is the ironworkers who assemble the building with their gloved hands and sure feet, beam by beam, higher and higher, like a giant Tinkertoy.

The job tends to be a family affair. Many of the 1 WTC ironworkers have relatives who helped build the Twin Towers in



the late 1960s and early '70s. Murphy's dad was one of them, a mentor to many of the ironworkers who erected 1 WTC. Crane operator Danny Dunn's cousin helped put up the north tower's antenna. An accident during construction on nearby 7 World Trade Center in the mid-1980s paralyzed the father of ironworker Michael O'Reilly.

Skyscraper construction is part brute strength, part delicate dance. It starts with a raising gang, which lifts a piece of steel from street level using cranes weighing upwards of 250 tons each. Signalmen guide the pieces toward connectors, who bolt them together while balancing on nearby beams. Dangling in the breeze, the steel can wobble and shake as the crew guides it into position. The trickiest fits sometimes require workers to lie down on adjacent beams, balancing far above the street, often on a slab less than a foot wide.

"Everything we do, everything we deal with, is heavy," says O'Reilly. "The entire day is a struggle, and your body gets beat down. It's like being in the NFL. Every muscle aches. When you get home, you're shot." It didn't help that some ironworkers labored seven days a week, 10 hours a day, to maintain the pace of construction. Many worked 50 days straight.

As the steel structure neared the height of the former towers, the workers realized they were the first people to see that view since 9/11.

"We think about it," Murphy says. "You can't help but think about it. You see the families. You see the memorial. A lot of us worked at the cleanup. We're constantly reminded of what we're doing down here."

In the midst of such dangerous labor, however, giving in to the emotional weight was too risky. Signalman John Collins says that if he thought about anything but the work, "I could kill them all. You got to worry about yourself and others. Mostly others."

No workers have died on this job, but there have been injuries. Thomas Hickey, a steel connector whose father worked on the Twin Towers, tore a triceps and tendon in his right elbow after slamming his arm on some steel lugs. The damage landed the heavily tattooed amateur boxer a desk job and a new nickname: Iceman. His modified duties included fetching the 800 lb. of ice that filled the coolers of his fellow ironworkers each week during the summer. "You really put your life on the line every day," he says. "It's considered your sport."

Other hazards stalked the site. The average glass panel in the exterior curtain walls of 1 WTC is 5 ft. wide and 13 ft. tall and weighs about 1,200 lb. "These gigantic panels act like a sail" in the swirling winds around the tower's upper floors, says Robyn Ryan, project manager for Benson Industries, which installed the windows. "So you try to hold on to them with wire. But if the wind is too high, it's just too dangerous."

The seasons provided a different challenge. In the harsh sun of summer, the steel beams the ironworkers needed to sit on and maneuver by hand could reach temperatures that workers say were hot enough to singe their skin. Not that the cold was any better. "Winters really put a beating on you," says Jorge Fernandez, an assistant foreman for the laborers who clean and maintain the site. "But we have a saying: 'The heat's in the tools.' The more you work, the less cold you'll be."

Nothing could prepare the crew for the superstorm that gathered in the Atlantic Ocean in the fall of 2012. On Oct. 29, as Hurricane Sandy made a hard left turn toward the rising tower, the Port Authority scrambled to prevent the site from becoming Manhattan's newest lake. When the storm hit, the massive holes that workers had spent years digging turned into street-level cataracts. "Niagara Falls is probably an exaggeration," recalls Plate, the Port Authority's director of construction. "But there was something of a rapids penetrating the site."

When it was over, 125 million gal. of water had flooded the area. The damage came to $185 million, but it was almost entirely underground. The tower that thousands of workers had spent years building had survived. And in less than a week, construction was back on.

Just a few months before, 1 WTC had reached 104 stories. All that was left to do was put the crown on top.

The Final Piece

BY THE END OF 2012, JIM MELVIN'S COMMUTE HAD GOTTEN tricky. At about 5 a.m., Melvin, a crane oiler, would leave home to catch the PATH train from New Jersey. Once he reached the site about 30 minutes later, he took the elevator to the 64th floor, then walked to another elevator bank that took him to the 90th. From there he rode a third elevator to the 104th, climbed the stairs to the roof, ascended a 20-ft. ladder and hiked nine more exterior

Rise and shine *Office workers will begin moving into One World Trade Center by the end of the year*

sections to his crane. The trip from the ground to the top of 1 WTC took as long as the one from New Jersey to the site.

Melvin was part of the "north gang," one of two groups that lifted 1 WTC's final major installation: the 408-ft. spire. The first half of the spire, which was fabricated in 18 sections, left Quebec on barges in mid-November and arrived in lower Manhattan about a month later. The pieces, some weighing 67 tons, were then loaded onto a specially built 21-ft.-wide truck that inched through the empty city streets in the dead of night.

Melvin's north gang soon began raising the spire piece by piece to the roof, where the elements were passed to the east gang's connectors. Each piece was placed by hand. On May 10, both gangs cooperated in setting the final sections more than 1,700 ft. above the city. The beacon was draped with an American flag as the ironworkers guided it into place.

"The first thing I did the second it landed was go, 'Aaah. Thank God,'" Murphy, the ironworkers' supervisor, says. "You never really know if you're going to have a problem. After that, I was overwhelmed like everybody else."

Soon Murphy's job will be done. The tenants of One World Trade Center are starting to build out their floors and will likely move in by the end of the year. The ranks of the ironworkers, carpenters and laborers who turned lower Manhattan's most sacred pit into the world's third tallest building are thinning by the day. Of a crew once 10,000 strong, only about 600 workers remain on the site.

For the past five years, Murphy has driven to America's best office by way of the West Side Highway, the tower he was building emerging in the distance. On clear Manhattan mornings, the rising sun painted 1 WTC's 12,774 mirror-like window panels in brilliant yellows and reds. When it snowed, flakes enveloped the tower. Murphy tried to capture each new exaltation in a cellphone image snapped from his car's sunroof.

"I can't tell you how many pictures I take in the morning," Murphy says. Now he's not sure what he'll do next. Maybe take some time off. Breathe again. But he's certain nothing will top this. I'm not arguing, not as we watch airplanes gliding onto ribbons of tarmac at the region's three major airports and not as the Empire State Building watches us watching it and the city looks up expectantly, finally, at something other than empty sky. "This is New York now," Murphy says. And things look so much clearer from here. ■

TO SEE AN INTERACTIVE VIEW FROM THE TOP OF 1 WTC, GO TO time.com/wtc

Photograph by Stephen Wilkes for TIME

Urgent help *Midwife Nor*
delivers Analyn Pesado's baby o
a road as Ryan Bacate, in strip

IWONLO

A Child Is Born

THE REMARKABLE BIRTH OF A BABY IN A TYPHOON-RAVAGED PART OF THE PHILIPPINES BECOMES A SYMBOL OF RENEWED HOPE

PHOTOGRAPHS BY LYNSEY ADDARIO

ON THE SIDE OF A ROAD OUTSIDE THE central-Philippine city of Tacloban, next to a paddy field, 18-year-old Ryan Bacate was in a panic. Not just because the heavy rain and strong wind brought back the horror of Haiyan, the super-typhoon that flattened this part of the country in November, leaving more than 6,200 dead and an additional 4 million displaced. Bacate's pregnant partner Analyn Pesado, also 18, was lying on the ground, about to give birth—3 miles from the nearest clinic, in Tolosa.

Bacate and Pesado were on his motorbike en route to the clinic after she had gone into labor. Another man on a motorbike happened by and rushed to Tolosa to get midwife Norina Malate. When she arrived, the baby was crowning. Malate encouraged Pesado to push. Once the baby emerged, Malate disinfected her snippers with alcohol and cut the umbilical cord. Onlookers helped carry Pesado and her baby, a boy, onto a pickup truck that took them to the Tolosa clinic.

Photographer Lynsey Addario was on assignment for Save the Children, which is helping rebuild health care infrastructure in Haiyan-hit areas, when she captured the remarkable Jan. 11 birth. "I've never seen anything like it," says Addario. "It was such a community effort. When you see a baby born like that and it is fine, you've got to think it's kind of miraculous."

Tacloban, ground zero when Haiyan struck, and its ravaged environs could do with more miracles. Residents now have a steady supply of food and water, tons of debris have been cleared away, and in Tacloban, a few restaurants and bars have reopened. But homes and jobs are scarce. Hundreds of thousands of people are still in temporary housing, about a million coconut farmers have had their crops devastated, and 30,000 fishing boats have been damaged or destroyed. Few buildings have electricity, and it may take a year to get everyone back on the grid. Prices of necessities have almost doubled, and many schools have not reopened. The better educated are seeking opportunity elsewhere.

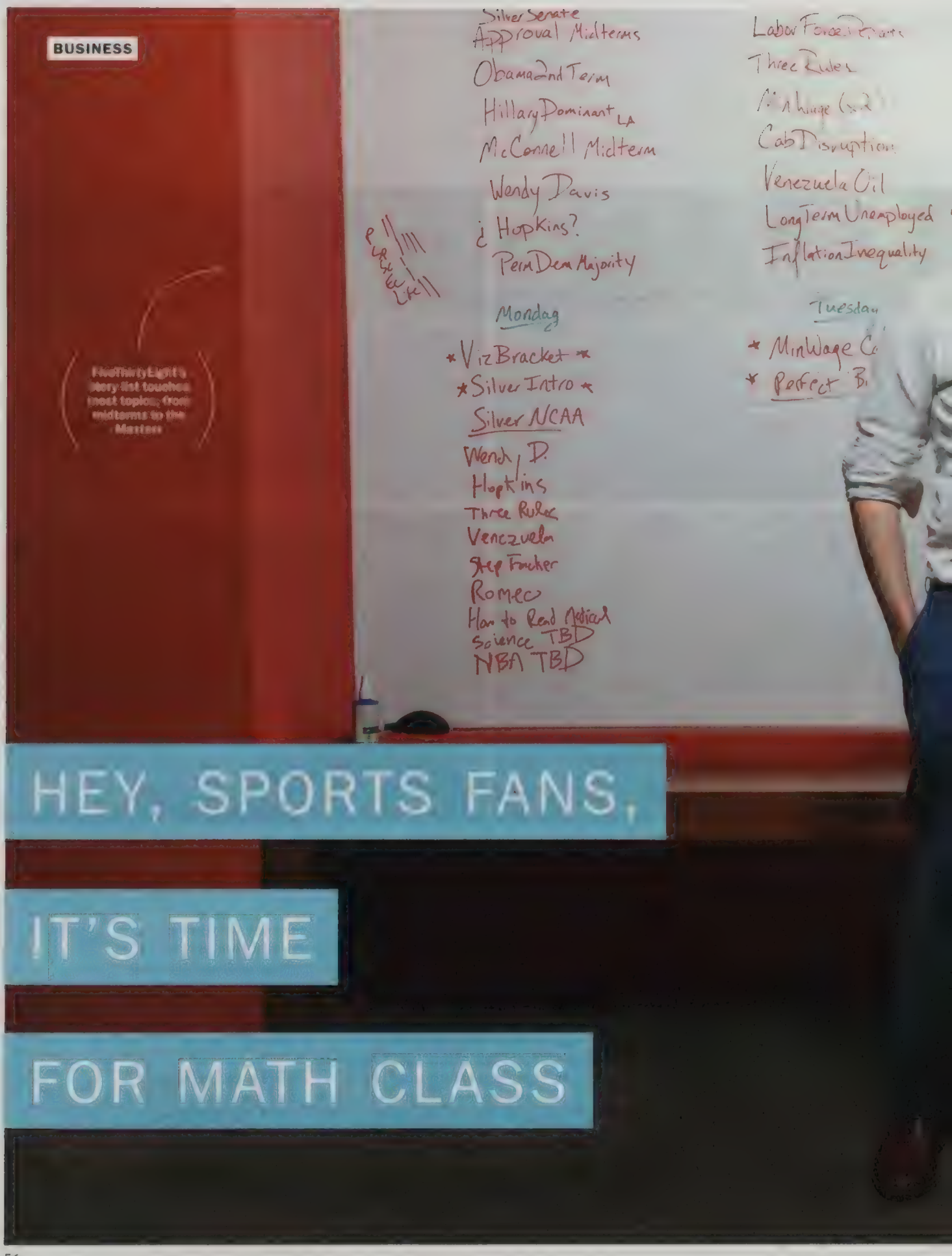
Overshadowing everything is the grief for lost loved ones, never abating for many, no matter how much time passes. That's why the baby named Ryan Jr. means so much not only to his parents but also to the countless people who have been hurt by Haiyan. Pesado recalls her fear for her unborn child. "After the typhoon, I was worried about where I would give birth," she says. "I never thought someone would come and help. I thought it would be just me and my husband." But with the kindness of strangers, Pesado and Bacate prevailed. For that moment, hope triumphed over despair, and life over death. —PER LILJAS

Top row, from left *After the baby is born, Bacate and passersby carry Pesado and the child to a pickup truck (not pictured), which takes them to a clinic in nearby Tolosa*

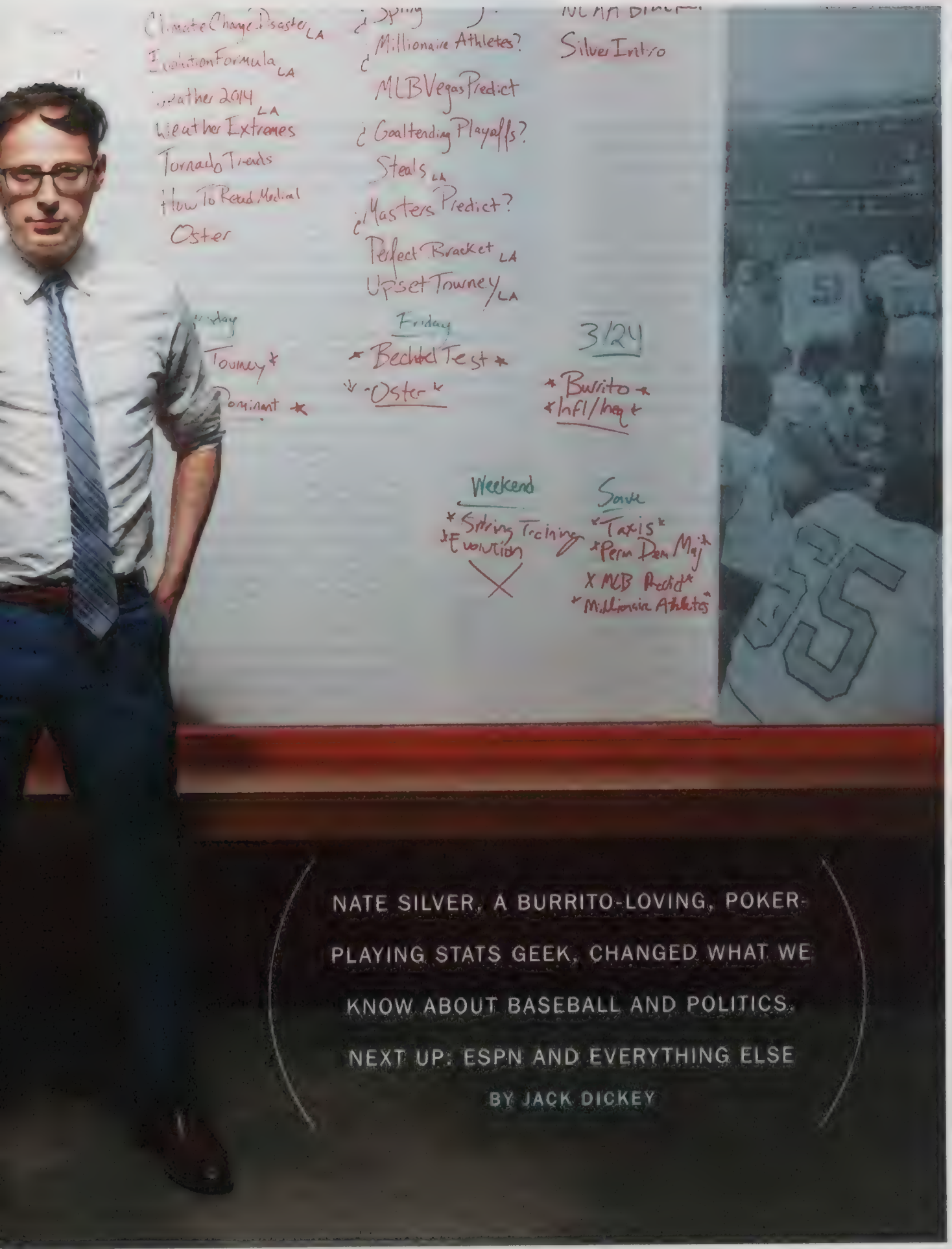
Bottom row, from left *At the clinic, Pesado and Bacate watch over their son, who was born underweight but quickly recovered. The day after the birth, the new family goes home*

LYNSEY ADDARIO/81

FiveThirtyEight's very list touches most topics, from midterms to the Masters



HEY, SPORTS FANS, IT'S TIME FOR MATH CLASS



NATE SILVER, A BURRITO-LOVING, POKER-PLAYING STATS GEEK, CHANGED WHAT WE KNOW ABOUT BASEBALL AND POLITICS. NEXT UP: ESPN AND EVERYTHING ELSE

BY JACK DICKEY

Photographs by Brad Harris for TIME

ON THE DAY ESPN FIRST BLINKED TO life in 1979, it aired a slow-pitch softball game. Things have changed since then. ESPN has become not only, as its slogan proclaims, the Worldwide Leader in Sports, but more broadly one of the most influential players in the news business. Look at its ledger: ESPN has seven U.S. cable networks, 24 international stations, 350 full-time radio affiliates, 7,000 employees, one magazine, 60 million monthly visitors online, just under 100 million households that pay cable providers for its products and an estimated annual revenue of more than $9 billion (out of which, by the way, comes a reported 45% of the Walt Disney Co.'s operating income). That's almost six times the revenue of the New York Times Co. and nearly double the web traffic of CBS Sports or Fox Sports.

Later this month, ESPN will add a new number: FiveThirtyEight. That's when the data-crunching digital publication of that name, run by 36-year-old statistician Nate Silver, makes its debut as an ESPN property. Silver's facility with figures first brought him to everyone's attention in 2008, when his online forecast correctly called 49 of 50 states in the U.S. presidential election. (FiveThirtyEight takes its name from the number of electoral votes up for grabs every four years.) In 2012, Silver's cool reading of the presidential campaign helped Democrats through sleepless October nights. He accurately projected results in all 50 states, all the while merrily tweaking the traditional press for what he reckoned was a blinkered, overheated representation of how elections work.

Now ESPN is turning to Silver for a play bigger than sports. Silver's worldview, in which empiricism trumps experts and numbers rout narratives, has spread far and wide in an age eager to learn what data has to say about modern life. Today we're offered more accessible information than ever before, and contemporary computing power renders the same data more easily harnessed, studied and presented. Encouraged by Silver and his analytical allies, many now want hard facts instead of anecdotes and intuitions. With the right humans pushing the right buttons, numbers tell stories no storyteller ever could. And those stories, because of their scientific imprimatur, have audiences especially rapt.

In other words, Silver is both cause and effect of our data mania—and his new website has the potential to change how we think not just about politics and sports, his usual bailiwicks, but also about fistfuls of other concerns. Thanks to Silver, ESPN for the first time employs a chief economics writer. That's a long way from slow-pitch softball.

Foxes and Hedgehogs

SILVER CONSIDERS HIMSELF A BORN OUTSIDER: "I have very deep ingrained antiestablishment instincts. I've felt that way from when I was 6 years old." That view manifests itself in his work. He evangelizes on behalf of data and statistics in a profession where they have historically had little place and then frets about the overuse of numbers. He is a nerd who didn't care much for school and a businessman who once ditched his full-time job to play online poker. He is a gay sportswriter.

Silver, the older of two, was born and raised in East Lansing, Mich. His father taught political science at Michigan State, while his mother raised hell in neighborhood politics. Silver says he was a "weird kid" and a late bloomer. In high school he threw himself into the student newspaper and debate, winning a state championship his junior year. He didn't really care for classes. "I'm not a valedictorian type," he says. "There are more worthwhile things to do than acing tests."

Afterward, he headed to the University of Chicago, where he studied economics and occasionally wrote for the newspaper. His life changed when he spent his junior year abroad in London, where he decided to come out of the closet. He was 20. He loved life there. He went out all the time. But his senior year back in Chicago was gloomy by comparison and was made no better after graduation when he accepted a $55,000-a-year consulting gig at KPMG, one of the Big Four auditors.

"Those weren't the happiest days of my life," Silver says. He would do mind-numbing work in Excel all day, then stay out all night and go in the next day to do the same thing over again. Soon enough, he quit the job to work for Baseball Prospectus, a website (and annual print publication) for which he forecast players' seasons, and to play online poker. At cards, he made a few hundred thousand dollars, while Baseball Prospectus' profile only grew.

Silver was content to juggle stats and poker until 2006, when Congress passed the Unlawful Internet Gambling Enforcement Act, which made it nearly impossible to deposit money in an online gambling account. He found himself newly curious about the political process that had let such legislation pass unopposed in the Senate, hitting his livelihood where it hurt. Before too long, he was blogging about the 2008 Democratic primary at the liberal site Daily Kos, and after the general election, renown came for good.

In 2009 he moved to New York City with his longtime partner Robert Gauldin, a graphic designer. In Chicago, Silver had seen his friends marry off and retreat to the suburbs—a lifestyle that had always repelled him and still does, despite the march of gay marriage throughout the states. "There are some gay people who will say, 'Our problems are solved! Now let's go be the bourgeoisie!' But we should really be suspicious of suddenly acting like everyone else."

Silver loves the pleasant accumulation of data. One of his most memorable projects, a ranking of New York City's top 50 neighborhoods, ran in *New York* magazine in 2010. Each neighborhood's rating came from a composite of 12 variables (among them: housing cost, safety, restaurants and creative capital), all of which took advantage of public data. Sure beats interviews in the Saturday paper with a few real estate agents who think a neighborhood has turned newly "hot."

ESPN's TOP 10

A countdown of the media company's greatest business milestones

#10
WATCHESPN

LAUNCHED IN 2010, THE WEB CHANNEL IS A LEADER IN STREAMING LIVE GAMES

Viewership in January, in millions of minutes*

#9
NBA

ADDING A 2002 NBA CONTRACT GAVE ESPN THE RIGHTS TO AIR ALL FOUR MAJOR PRO SPORTS

#8
ESPN DEPORTES

SINCE ITS FIRST PROGRAM IN 2004, THE SPANISH-LANGUAGE CHANNEL HAS GROWN TO 19 MILLION HOUSEHOLDS

*Includes WatchESPN and ESPN3. Sources: ESPN, comScore, Nielsen, Adobe Analytics

Spend enough time around Silver, and he will share the Greek poet Archilochus' tale of the fox and the hedgehog. The fox knows many little things, but the hedgehog knows one big thing. Silver uses philosopher Isaiah Berlin's interpretation, which gives the fox the edge. Silver often finds his interlocutors to have hedgehog traits. In 2012, MSNBC's Joe Scarborough told Silver that his forecast of an Obama victory was far too confident, because Scarborough, not Silver, knew campaigns, and campaigns were close. Silver won that round, and a hedgehog went down.

Yet Silver chafed against his narrow elections-and-polling confines at his most recent previous employer, the New York *Times*, which served as FiveThirtyEight's home from 2010 until 2013. He's a big thinker: he draws out the last syllable of *idea*, "eye-dee-*yuh*." Silver wanted to reinject truth and accountability into all kinds of journalism, he wanted to bring a generation of data journalists under his tent so that they might preach their secular gospel loudly, he wanted to do this in every medium imaginable (words, graphics, interactive widgets, video, audio), and all the while he wanted his team to have fun with it.

It's a lot to ask. And for it, Silver decided to ditch the newsroom behind the Pentagon Papers for the shop that brought you *booyah* and the Budweiser Hot Seat.

Golden Goose

IT'S A FUNNY THING ABOUT ESPN: THE OPERATION evidently can't not make money. *Bloomberg Businessweek* in 2012 called it the Everywhere Sports Profit Network. Heading toward its 35th anniversary, ESPN has by now grown into a goose so golden as to make Mickey Mouse, its corporate compatriot, appear a shiftless layabout by comparison. (Disclosure: TIME's parent company, Time Inc., also publishes SPORTS ILLUSTRATED, which competes with ESPN's magazine and website.)

The business proposition works simply enough. ESPN has broadcast-rights deals for many of the sporting events people want to see: the NBA, *Monday Night Football*, Major League Baseball and much of the schedule in major college football and basketball. This gives ESPN incredible leverage over the cable and satellite providers with which it negotiates for carriage agreements. Any household with a sports fan in its midst would hesitate to buy a subscription that did not include ESPN, and bundling in the cable industry ensures that few other subscribers have a chance to get by without it either. Every American with a decent cable package, sports fan or not, will pay more than $70 for ESPN in 2014, according to a recent estimate from research firm SNL Kagan. Those billions in subscriptions are supported by an estimated $1.8 billion in annual ad revenue. Until something comes along to break the cycle—FCC regulation or, more likely, widespread cord cutting—ESPN's war chest will not shrink.

All of which is to say that the network has no problem footing the bill for another news operation, especially one that will confer upon the Worldwide Leader seriousness and stature among the smart set. ESPN cares. "It's much more strategic than financial," says John Skipper, ESPN's president since 2012. "We want lots and lots of people to think that ESPN is the best place for what they're interested in."

Though ESPN operates from a 123-acre campus in central Connecticut, Silver has headquartered his team in Manhattan. At work, he sets the tone for his staff: he is friendly and energetic, pale and rumpled. The first morning I visit him there, his office—a temporary space, albeit one he's inhabited for several months—is a mess. There's nothing on the walls, but books and papers are scattered all over his desk. The place reeks of Red Bull. (Silver prefers the full-sugar version and has a large crate of it in a corner.)

Down the hall from Silver sits Mike Wilson, FiveThirtyEight's managing editor and the site's other boss. At 52, Wilson is the place's grownup, not just in age but in journalistic bona fides. He left his post as managing editor of the Tampa Bay *Times* in December. In his 18 years at the paper, Wilson edited a Pulitzer Prize–winning story and was a Pulitzer finalist as a writer. His charge at FiveThirtyEight? "I have to make sure everything is written in English," he says. It's a playful way to frame what will be one of the site's most demanding tasks, ensuring that its exacting methods do not turn off the broad audience it covets. (One step in this direction: all the math will be tucked away in footnotes.) Wilson also has to handle the day-to-day operations of the site when Silver is off doing TV or has speaking engagements.

Silver has surrounded himself and Wilson with genuine wonks. Almost everyone on staff knows how to code; when journalists bump into one another in the hallways, the conversation is just as likely to concern a clever new Python script as it is what's for lunch. Within the past six months, ESPN has poached them from such august outfits as the *Times*, the *Wall Street Journal*, Reuters and the Federal Reserve Bank of Atlanta (seriously) to build a new newsroom. Those employers feed into ESPN's staffing pool about as frequently as they feed directly into the NFL draft. Most of the new hires have no plans to write about sports; many of them are deployed on behalf of the site's four other sections: politics, science, economics and lifestyle (which is to say, everything).

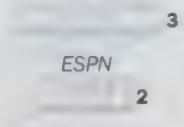
Andrew Flowers, the site's 28-year-old quantitative editor, graduated from college with a degree in economics and soon went to work for the Atlanta Fed, hoping it would provide him a pleasant bridge to graduate school. But that world seemed too dusty; his colleagues were incentivized to be as boring as possible in their work. Flowers' first story pitches for Silver involved corporate reinvestment and the economics of New York City taxicabs.

The site's 25-year-old senior writer and analyst Harry Enten was hired to cover politics. But his true passion is weather. For fun—"fun"—Enten sends out an email to 400 friends and acquaintances every night containing his weather forecast for the next

#7

ESPN THE MAGAZINE

THE *SPORTS ILLUSTRATED* COMPETITOR DEBUTED IN 1998



Print circulation today, in millions

#6

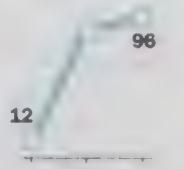
MLB

A $400 MILLION CONTRACT GRANTED ESPN SIX MLB GAMES A WEEK FOR FOUR YEARS STARTING IN 1990

#5

ESPN2

IN 1993, ESPN UNVEILED A SECOND CHANNEL FOR SPORTS-NEWS COVERAGE



Households receiving ESPN2, in millions

#4

ESPN RADIO

STARTED IN 1992. THE NETWORK NOW HAS OVER 350 AFFILIATES

day. He lists highs and lows and the likelihood of precipitation for New York, Hanover, N.H. (his old college town), and a few other cities where pals of his have wound up, and he peppers it with running quasi-comic commentary. He went to a weeklong weather camp when he was 15. And milk is still his beverage of choice with lunch.

Walter Hickey, FiveThirtyEight's 23-year-old senior lifestyle writer, recently (and fruitlessly) pitched a comprehensive data-based analysis of the work of Bob Ross, the late host of PBS's *The Joy of Painting*. And Silver himself marches toward whimsy with gusto. The site's major launch project is a nationwide bracket-style competition to anoint America's best burrito. It will mix user-review data from Yelp with taste-testing from area experts. (Some things are too important to leave up to the new guys—Silver, a lover of Mexican food, has been crunching the data himself.)

The Hunt for Silver

FOR ALL THE NOVELTY OF SILVER'S VENTURE, ESPN had already signaled its broadening ambitions with a website called Grantland. It operates out of Los Angeles with a brand all its own. The sports and pop culture publication, which launched in 2011 with a mix of features, blog posts, videos and podcasts, came from the mind of ESPN's most popular columnist and podcast host, Bill Simmons.

Grantland has gradually swelled to the point where it has a full-time staff of about 24, along with many other regular contributors, and ESPN says the site is profitable. Simmons also supervises *30 for 30*, a documentary series he conceived for ESPN in 2009. These projects have made ESPN bosses happy for reasons that have nothing to do with money. "I find, as I travel around, seeing people, speaking at graduate schools, they often mention Grantland and *30 for 30* as ways that make them think about ESPN differently," says network president Skipper, who earned a master's degree in 18th century British satire at Columbia and has a soft spot for distinctive voices.

Simmons and his publisher, David Cho, led the recruitment of Silver with Skipper's taste in mind. In November 2012, Silver and Simmons taped a video podcast in L.A. and hung out for an afternoon. Silver, who by then knew he wanted to start a stand-alone site covering more than just politics and sports, peppered Simmons with questions. Simmons says, "Nate's a loyal guy, but I didn't think he was staying at the *Times*, just reading the tea leaves. I usually have a pretty good intuition with this stuff. I knew they were going to screw this up." After Simmons dropped Silver off at his hotel, he called his bosses and told them they'd have a puncher's chance at landing FiveThirtyEight.

The pair reconnected at the 2013 NBA Finals, and by then Silver had made up his mind to leave the *Times*. (According to Silver, he asked for the chance to hire 20 journalists, and the paper's bosses countered, after a great delay, by proposing seven new hires. The *Times* declined to comment on Silver's departure.)

#3

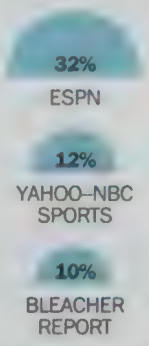
NFL

BEFORE SECURING THE RIGHTS TO *MONDAY NIGHT FOOTBALL*, ESPN AIRED SUNDAY GAMES. IT LANDED THE LEAGUE'S FIRST CABLE CONTRACT IN 1987

#2

ESPN.COM

ESTABLISHED IN 1995, ESPN'S WEB PRESENCE NOW INCLUDES FANTASY AND COLLEGE-SPORTS SITES



Top three sports sites by share of audience in January

#1

SPORTSCENTER

ESPN LAUNCHED ITS FLAGSHIP SHOW IN 1979. THE COMPANY NOW SHOWS 8,800 HOURS OF *SPORTSCENTER* YEARLY ACROSS ITS CHANNELS

Venture capitalists were eager to invest in a stand-alone FiveThirtyEight, and Silver had a chance to make a lot of money that way. But Simmons and Cho pulled him back toward ESPN. "The VC stuff looks great on paper, but that's putting a lot of pressure on you to thrive," Simmons told Silver. Even Simmons' dad put the screws to Silver while the pair watched a finals game. By July, Silver had capitulated. "It was the hardest I had ever tried to convince a girl to date me," Cho says.

Silver says Skipper and his lieutenant Marie Donoghue "were very willing to say yes to things, whereas by contrast at the *Times*, it was very much that every point was like pulling teeth. Everything was litigated. It was kind of a morass."

The money is likely good too. Media analyst Ken Doctor estimates that ESPN is providing Silver with an annual editorial budget of $3.25 million to $4 million to start, with an additional down payment for his intellectual property. And ESPN said yes to a special organizational position for FiveThirtyEight. Like Simmons and Grantland, Silver and his site exist outside ESPN's usual editorial structure, reporting directly to Donoghue and Skipper. Silver's colleagues in Bristol are eager to help FiveThirtyEight amplify its message, and they're also wary, knowing that imprecise amplification risks ruining the message and annoying the messengers.

Still, Silver arrives at a media company whose fat margins derive from a very lucrative conflict of interest, broadcasting the very thing its journalists cover. In 2013, ESPN took heavy flak after it pulled its branding from a PBS *Frontline* documentary about concussions in the NFL. Even with his interest in burrito journalism, Silver's methods make him look like Edward R. Murrow compared with some of his new colleagues.

Then there is the question of politics. Silver is a left-leaning libertarian who occasionally sasses lunkheaded politicians and the lunkerheaded media that cover them. When ESPN does politics, its anchors interview both presidential candidates at halftime on *Monday Night Football*, or Barack Obama fills out his NCAA bracket. Donoghue says, "We're quite clear: we're nonpartisan. It's not just the analytics and the conclusions of the stories, but we have to be religious about the way you use terms and characterize people and all that. We'll obviously keep a close eye on it."

Silver has the cover of contributing to ABC News, ESPN's corporate partner at Disney. ABC News president Ben Sherwood says he envisions regular FiveThirtyEight appearances on *Good Morning America*, *Nightline* and *This Week*, all of which will give Silver and his staff a chance to speak more freely about issues that might spook ESPN.

Signs of Life

ANYONE WILL TELL YOU THAT THESE ARE STRANGE days in the journalism business. A combination of digital media's growth and the pummeling of the financial crisis has squeezed traditional newsrooms.

HOW NATE SILVER HIRES

Since joining ESPN in late July, Nate Silver has spent an estimated 90% of his time interviewing candidates to add to FiveThirtyEight's team. He is fanatical about hiring. He has insisted that potential hires demonstrate an ability to learn new things. In the journalism business, that might mean computer-programming skills or the creation of a novel beat. Silver judges potential employees by a set of coordinate axes he has saved on his computer. ("Because I'm a dork," he says.) His graphic is reproduced below, with a little added elegance.

"Companies in general ought to spend more time on their hiring—it's not the kind of thing that should be left to HR reps," Silver says. "You know, clubhouse chemistry matters."

BRAD HARRIS FOR TIME

New jobs have gone to web natives willing to rewrite and pontificate quickly and cheaply, and to those gurus bent on populating Google and Facebook with their underworked posts. All the while, the business's low barriers to entry have created an influx of web traffic built with lower and lower overhead. With greater competition for eyeballs, advertising rates have fallen. A death spiral has begun to take shape. Soon enough the web will have to sate its endless appetite for content exclusively with preteens' tweets and subliterate text written by the computers themselves. Won't it?

Maybe not. Recent months have offered some signs of life. While advertisers want scale—industry-speak for "lots of readers"—they also want a pleasant space in which to sling their stuff to the right people. "There wasn't a great value proposition for advertisers in a world of slide shows and cat videos," says Jim Bankoff, CEO of online publisher Vox Media. Within the past two years, more and more advertisers have knocked on his door, asking for a place to refashion for a digital generation the immersive experience found in print. Henry Blodget, CEO of the news website Business Insider, loves digital media's growth prospects. "Print newsrooms look at digital media's business model and say that could never work. But digital-only is a very viable proposition."

Into the capital void have charged a handful of deep-pocketed investors. Jeff Bezos and John Henry bought the Washington *Post* and Boston *Globe*, respectively, and PayPal founder Pierre Omidyar pledged $50 million to create First Look Media, a digital operation devoted to investigative journalism. Ezra Klein, the former *Post* policy prodigy, received funding from Vox to build his own site. And of course there is Silver. Meanwhile, the *Post* has begun hiring staffers to replace Klein and the *Times* has charged David Leonhardt, its onetime Washington bureau chief, with hiring 12 to 15 new staffers for an unnamed analytical project to replace FiveThirtyEight, launching sometime in the spring.

So the sky may not be falling. And reaching toward it are those few new operations, with their high standards for fact and context. In a perfect world, Silver, Klein, Leonhardt and their deputies will reform the media, making coverage of current events simultaneously more accessible and accountable. Their influence will filter not only throughout their own news organizations but everywhere. Along the way they will demonstrate that the Internet's business model is no foe to quality. Or perhaps they will flounder and make the moneymen, even ones as pecunious as ESPN's, reconsider investing in premium digital publishing.

"It'll make for a great Harvard Business School study someday," Silver says. "Some of the sites will be great, some of them will be terrible, most of them will perform to expectation." And true to form, in spite of all his confidence in the new FiveThirtyEight, he predicts nothing: "All I'll say is this. Of all these new ventures, we have the lowest chance of failure." ■

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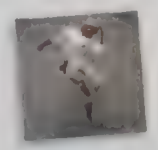
'THE HARDEST THING TO DO IS TO SELL THE PUNCH ... IT STARTS WITH THE FEET, THE SWIVELING OF THE ANKLES.' **PAGE 64**

THE WEEK
BRYAN CRANSTON TAKES BROADWAY

The Culture



MUSIC

Aloe, Who Is It?

Maybe you haven't heard of Aloe Blacc, but you couldn't avoid hearing his voice last year after he sang the lead on Avicii's megahit "Wake Me Up." Already a smash in most of the world, his new album, ***Lift Your Spirit,*** delivers another dollop of soulful R&B blended with rap.

GAMES

Out of the *Park*

Absurd, raunchy and outrageous, ***South Park: The Stick of Truth*** debuts this month. Voiced and written by show creators Matt Stone and Trey Parker, it lets you join the gang for a role-playing adventure filled with magic, flatulence and an Evil Cartman goatee.

BOOKS

Modern Warfare

To the indispensable literature birthed from our wars in Afghanistan and Iraq, add ***Redeployment,*** a bracing collection of short stories by former Marine Phil Klay. Though fictionalized, it reflects the inner struggles and impossible moral conundrums that forces face in a complicated and tumultuous conflict.

Way of the Warrior

Nobody thinks John Belushi's "Samurai Delicatessen" was historically accurate, but we do tend to view the legendary Japanese warrior class as sword-happy brawlers. At the Detroit Institute of Arts, **"Samurai: Beyond the Sword"** puts its legacy of martial and cultural arts in context, beginning March 9. Although the costumes and scroll paintings offer insight, we bet the swords and stunning armor will be the biggest hits.

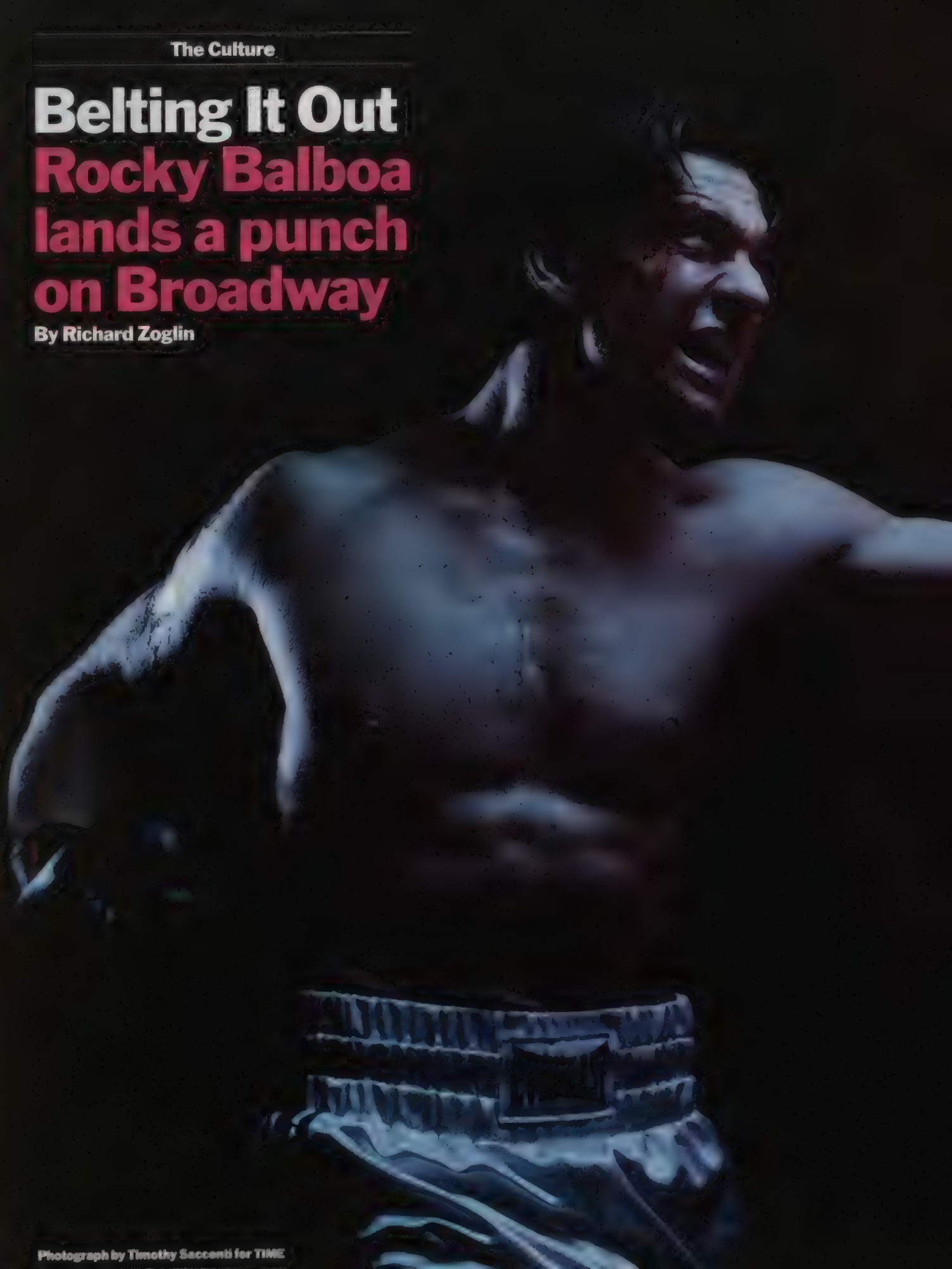
An 18th century *tosei gusoku* (full battle armor) made of iron, silk, lacquer, gold and boar fur and bristle

ARMOR: DETROIT INSTITUTE OF ARTS; SOUTH PARK: UBISOFT

Belting It Out

Rocky Balboa lands a punch on Broadway

By Richard Zoglin



Photograph by Timothy Sacconti for TIME

The Stallion and the showman *Andy Karl as Rocky and Terence Archie as Apollo Creed in the musical* Rocky

"ONE, TWO, THREE, FOUR, FIVE, six, seven, eight."

A half hour before curtain on a recent Monday night, an assistant to choreographer Steven Hoggett is counting off the beats in a run-through of a complicated routine for two actors in boxing shorts. Timed to the beats, a seemingly random flurry of punches becomes a series of discrete, carefully plotted moves: a feint, a clinch, some quick blows to the ribs, a wild swing above the head. Hoggett, a thickset Brit who has devised the inventive movement for such shows as *Once* and *American Idiot*, quietly offers a few suggestions at each break in the action: Turn the gloves this way, not that; "more shoulders and back."

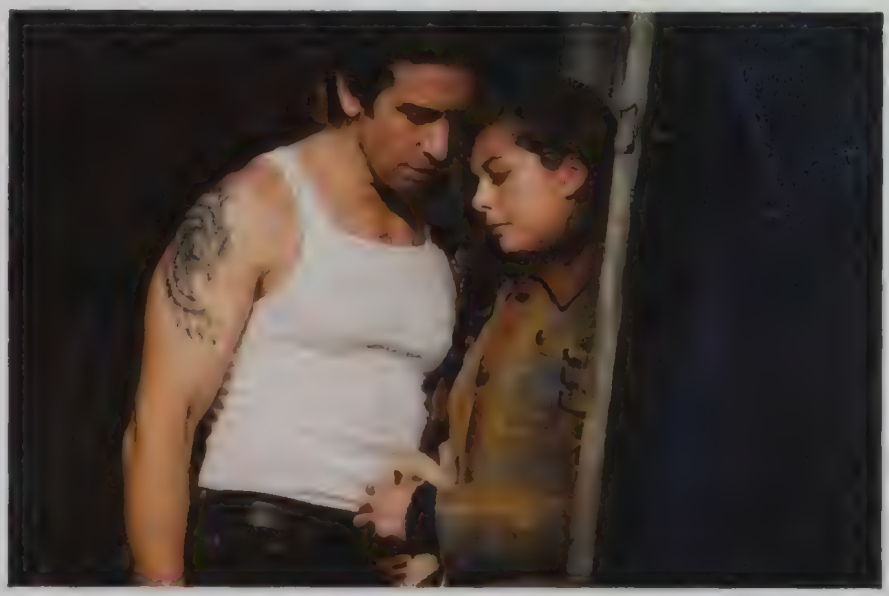
"The hardest thing to do is to sell the punch," says Sylvester Stallone, who invented these characters and knows a little bit about fake boxing for a paying crowd. "You can teach a guy to punch, but the person receiving it has to have the body movement. It starts with the feet, the swiveling of the ankles, the knees and the hips, and then the head goes last. If you just throw punches using your arms, it looks like you're flailing." In trying to bring his most famous movie franchise to the stage, the big question is whether *Rocky* really can make it as a Broadway musical—or if Stallone is just flailing.

Like Rocky Balboa, the plodding Philadelphia club fighter who gets an unlikely shot at the heavyweight title in Stallone's 1976 film, the show has to be counted as an underdog. Big-budget musicals based on pop-movie hits, from *Saturday Night Fever* to *Ghost* (not to mention most Disney musicals since *The Lion King*), have a history of getting roasted by the critics and picked apart by fans of the originals—as well as disappointing at the box office. As if to emphasize its championship dreams, *Rocky* has even been booked into the storied Winter Garden theater, where shows seem to run forever. *Mamma Mia!* just left after a run of 12 years; the show that preceded it, *Cats*, ran for almost 18.

Rocky has some impressive creative talent in its corner, headed by hot downtown director Alex Timbers *(Bloody Bloody Andrew Jackson, Peter and the Starcatcher)*; a charismatic and appropriately bulked-up leading man, Andy Karl; and a coup de théâtre that has been wowing the crowds nightly. For the climactic title match, the first eight rows of the orchestra section are cleared out, the patrons relocated to bleacher seats onstage and the final 16-minute bout staged in a ring moved halfway into the audience—Broadway's splashiest venture yet into "immersive" theater.

With a hefty (though not *Spider-Man*-crazy) budget of $17 million, the show has weathered its share of bumps during previews. Because of repairs during an unusually cold and snowy winter, Con Edison cut electric voltage to the theater by 20%, and the production had to get a backup generator for protection. Even so, a recent Friday-night performance had to be stopped three times when the scenery didn't move. There's been the usual flurry of preopening tinkering as well. Songwriters Lynn Ahrens and Stephen Flaherty recently junked a disco song they had written for an early scene in the pet shop where Rocky's girlfriend Adrian (Margo Seibert) works and replaced it with a new one. Then, after just one performance, the whole musical sequence was dropped to move the story along faster.

No one, however, can accuse *Rocky* of rushing to the stage. Stallone first got the idea to turn his Oscar-winning movie (which spawned five sequels) into a musical more than 20 years ago. "I always thought there was more to be had



Eye of the tiger *Karl and Seibert, top, as Rocky and Adrian; Dakin Matthews, above, as old school trainer Mickey in Rocky's apartment*

MATTHEW MURPHY

from the characters," he says. But every Broadway producer he approached turned him down. Some thought a *Rocky* musical sounded too much like a *Saturday Night Live* parody. (Tap dancing boxers, anyone?) Others pointed out that, as Stallone puts it, "the demographic for *Rocky* is not the Broadway demographic."

Stallone's lawyer then hooked him up with Tom Meehan, the veteran book writer for such Broadway hits as *Annie* and *The Producers*. Meehan was "very dubious" at first but changed his mind after watching the movie again with Stallone in the actor's Beverly Hills, Calif., home. "What I'm always looking for," says Meehan, "is something with a strong, larger-than-life central character who wants something and is on a course to get that. In Rocky's case, it's a very simple thing he wants: respect." Meehan also decided the story was as much a romance as a boxing movie—an emphasis the show has continued to play up in its marketing campaign (tagline: LOVE WINS).

To write the score, Stallone tried out several rock and pop composers, among them Diane Warren, David Foster and Benny Mardones, but wasn't satisfied. "Every song was a great big power ballad, about 'Someday I'll be champion of the world,'" says Meehan. After an abortive meeting in Chicago with R. Kelly, Stallone finally agreed to meet with Broadway veterans Ahrens and Flaherty *(Ragtime, Seussical)*. Like nearly everyone else, they were skeptical at first ("I hate boxing," Ahrens says) but eventually saw possibilities. They wrote a few songs on spec and in 2006 played them for Stallone in a hotel room in Philadelphia, where he was shooting *Rocky Balboa*, the sixth in the franchise. "We did the first song," Flaherty recalls—an inspirational anthem called "Fight From the Heart"—"and at the end he pounded the table and said, 'That's it!'"

Still, Broadway producers weren't interested, and the project languished for five more years. Then Stallone got a surprise visit in his office from Wladimir Klitschko, the Ukrainian heavyweight champion of the world. He was representing a team of German producers, who had independently come up with the idea of doing a *Rocky* musical, hoping to stage it in Hamburg—a thriving theater capital where retooled Broadway hits like *The Lion King* are huge attractions. Stallone put them together with the creative team he had assembled, Timbers was enlisted as director, and *Rocky* headed to, of all places, Germany. "At this point," says Stallone, "it would have been fine with me if they had produced it on the moon."

The show was translated into German and cast with German-speaking actors—except for Terence Archie, who learned the language to play Rocky's opponent Apollo Creed. (He has stayed on for Broadway.) Meehan, who had taken four years of German in college, was the only member of the creative team who could understand what was being said onstage. But the critics raved, and the audiences erupted so wildly at the end that a second curtain call had to be added and the houselights had to be turned up to get people to leave the theater.

Stallone's return to Broadway brings his career full circle. Born a few blocks from the theater—before moving to Philadelphia—he spent five years in New York City as a struggling actor in the early '70s. He auditioned for *Hair* but didn't get the part and couldn't even afford to see Broadway shows. The high point of his stage career was a leading role in a tiny off-Broadway production of *Desire Caught by the Tail*, a rarely performed play by Pablo Picasso. "Please don't check it out," he says. "It was pretty bad."

His input on the musical consisted mainly of urging that key scenes and lines from the movie be retained. "He's an expert in the character of Rocky," says Timbers. "He's been great about letting the authors have the space to create and then coming in and giving a lot of helpful thoughts." Fans will be pleased: Rocky eats raw eggs, takes Adrian to an empty ice-skating rink for their first date and, in a nifty training montage, climbs the famous steps at the Philadelphia Museum of Art. Jokes from the film are repeated nearly verbatim ("Are you closed to the general public, or are you just closed to everybody?"), and the score includes Bill Conti's famous trumpet fanfare for "Gonna Fly Now."

Stallone's star power is also providing a boost. He made a surprise curtain-call appearance at the first preview and is planning to attend the opening on March 13. After that, *Rocky* will be on its own in the ring. Scoring a knockout with Broadway's tastemakers still seems like a long shot. But just going the distance will be a triumph. ■

Destination Broadway

Spring shows worth flying for

THE BRIDGES OF MADISON COUNTY
The characters in Robert James Waller's book are now a decade younger—and they sing *(open now)*

IF/THEN
The creators of *Next to Normal* cast Idina Menzel as a divorcée who reinvents herself in New York *(March 30)*

BULLETS OVER BROADWAY
Susan Stroman sets Woody Allen's comedy about a mobster playwright to music *(April 10)*

OF MICE AND MEN
James Franco, Chris O'Dowd and Leighton Meester bring glamour to Steinbeck's classic tale *(April 16)*

HEDWIG AND THE ANGRY INCH
Neil Patrick Harris takes the title role in this resurrection of the cult phenomenon *(April 22)*

CABARET
Alan Cumming reprises his Tony-winning role as the M.C.; Michelle Williams is Sally Bowles *(April 24)*

Movies

My Lars von Trier Problem. Looking for light in the great Dane's darkness

By Lisa Schwarzbaum

LARS VON TRIER CALLS HIS NEW MOVIE *Nymphomaniac*. In print advertisements for the two-part project and sometimes in editorial publications willing to play along, a pair of parentheses substitutes typographically for the *o* in the word. This winky flourish gives the title an emoticonically dirty look. In some posters, individual photographs of the actors starring in the Danish filmmaker's relentlessly graphic film—including Charlotte Gainsbourg, Stellan Skarsgard, Uma Thurman, Shia LaBeouf, Jamie Bell, Christian Slater and Willem Dafoe—purport to show each player in sexual ecstasy, making what slangsters these days like to call an O-face.

Nymphomaniac: Volume I will be released theatrically in the U.S. on March 21, with *Volume II* following on April 4. The marketing is some kind of brilliant, but don't be misled: there are plenty of simulated orgasms but precious little ecstasy in this tortured, obsessive study of female sexuality and its discontents, interpreted by a man without a (). A man who suffers from crippling bouts of depression and a litany of phobias. An artist who returns again and again in his work to female characters who are martyrs *(Breaking the Waves, Dancer in the Dark)* or monsters *(Antichrist)*. An artist for whom the imprecise, flash-point term *misogynist* misses what is fascinating—and frustrating—about his self-punishing, intermittently revelatory art: these women, abused and abusive, *are* Lars von Trier, or at least manifestations of his struggles.

For a soul tormented by fears, he is an exceedingly fearless pusher of artistic boundaries. (He's one of the founding brothers of the radical cinematic aesthetic movement Dogme 95.) He also has the support of an artistic team that loves him—why else would Gainsbourg, his bruised-looking muse, put herself through the wringer to star in all three projects in the director's so-called Depression Trilogy: *Antichrist* (2009), *Melancholia* (2011) and now this? Von Trier is an impish, provocative, self-destructive, artistically brilliant mess. To believe in him is to be interested in accompanying him wherever his agonized spirit wanders next. But man, right now this Dane is dancing in his own repellent dark.

The bruise as muse *As battered Joe, Gainsbourg channels von Trier's repellent inner conflict*

Still, it's not surprising that *Nymphomaniac* is receiving early admiration—from female and male critics both, it should be said. The movie is out there. Von Trier structures his story in flashback, as Gainsbourg, playing a battered Scheherazade, recounts her raw life as a self-diagnosed nymphomaniac—don't call her a sex addict; that's too slut-shaming, suggesting a need of rehab—to an enthralled Stellan Skarsgard. He plays a virginal older bachelor who finds her beaten up and bedraggled in a rain-soaked alley. He takes her in, nurses her with cups of tea and murmurs of *there, there, you're not a bad girl, no you're not, tell me more*. He also supplies digressive information about fly-fishing and Jews, among other droll topics.

In the first part, a girl named Joe (played by British newcomer Stacy Martin) discovers her body, her allure and her outsize sexual appetites. (Let lexicographers parse the traditionally male spelling of her name.) In the second part, Joe (now played by Gainsbourg) becomes increasingly desperate in her insatiable hunger. There is no happiness here. The movie's concluding act suggests there is no hope either.

Meanwhile, in yet another promotional image for the movie, a bespectacled von Trier himself gazes—clothed—at the viewer with his mouth taped shut. The pose is a reference, for the enjoyment of Larsian historians, to the time in 2011 when he was briefly declared persona non grata at the Cannes Film Festival. The hilariously dramatic banishment—just another clown act at that annual international cinema circus—followed exceedingly stupid comments the director made in supposed sympathy with Adolf Hitler during a press conference following the first screening of *Melancholia*.

This Larsian—as some of his admirers are known—was at that press conference. And the lasting pity is that the hoo-hah was incited, to be sure, by von Trier himself, a shy and fearful man thrust in front of a microphone in a room full of yapping reporters. But it was fanned, gleefully and with mischief, by lazy journalists eager to manufac-

VON TRIER PHILIPPE QUAISSE—PASCO AND CO. GAINSBOURG CHRISTIAN GEISNAES—MAGNOLIA FILMS EVERETT (4) ANTICHRIST PHOTOFEST

ture "serious" outrage from a couple of dumb, tone-deaf comments tossed off by a professional provocateur. And the glaring uproar temporarily eclipsed the movie being premiered. Which, this Larsian thinks, is a masterpiece.

In one of those stunning bursts of expressive clarity and dramatic eloquence that separate great artists from your average depressives, von Trier explores mirrored images that express human suffering with deep tenderness. *Melancholia* refers to a sadness of the soul and also to the name of a rogue planet on a trajectory to collide with the Earth, obliterating all life. Dimness and brightness are metaphorical and literal in this profound movie. As von Trier appears to be struggling with prolonged blackness in *Nymphomaniac*, this Larsian follows him still, wishing for him a lamp to find his way back again to more light. ■

A Larsian List Of Despair

How critics responded to the director's most notable films

Reviews

MUSIC

He's Happy
Pharrell Williams' new solo album delivers

By Jamieson Cox

ONE OF 2013'S GREATEST MUSICAL DIVERsions was the two-horse race for the title of song of the summer—a designation that has acquired a surprising amount of significance. While lead artists Robin Thicke and Daft Punk surely benefited from the battle, the contest's true victor was the only person to appear on both songs: singer-rapper-producer extraordinaire Pharrell Williams, winking and grinning his way through the flirty pop-soul of "Blurred Lines" and vocally floating over the shiny, funky riffs of "Get Lucky" (not to mention his presence on another Daft Punk track, "Lose Yourself to Dance"). The two blockbuster hits were the tentpoles supporting a larger creative renaissance for Williams, whose influence on music returned to levels he last glimpsed a decade ago as half of the groundbreaking production duo the Neptunes.

A successful solo single—"Happy," from the *Despicable Me 2* soundtrack—gained surprising amounts of traction at the end of the year and topped the *Billboard* Hot 100 by late February, and it's from this position of unassailable commercial strength that Williams is releasing his second full-length solo album, *GIRL*. The album's impressive guest list—Justin Timberlake, Miley Cyrus and Daft Punk, among others—functions as both a flash of Williams' considerable Rolodex and the music industry's tacit endorsement of his impending individual stardom. But the imposing star power wouldn't matter without a spine of quality songwriting. Fortunately, Williams delivers. His deft hand for arrangement, eagerness to please and generosity with hooks leave *GIRL* gleaming from top to bottom. He is a giving and nimble composer, offering subtle variations on the album's template of rich, dense pop, depending on the talent at hand.

GIRL'S QUEST LIST

Pharrell calls in favors from Justin Timberlake, Daft Punk, Miley Cyrus, Kelly Osbourne, Timbaland, Alicia Keys, JoJo and more

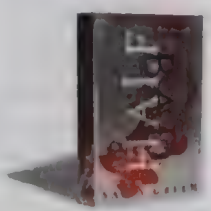
A sterling collaboration with Timberlake, "Brand New," highlights their dueling, fluttering falsettos, while a later Cyrus feature, "Come Get It Bae," blushes with the slightest hint of blustery Southern charm. When left to his own devices, Williams plays the part of a boyish, excited potential lover and uses strutting guitar parts and rubbery bass lines to amplify his confidence.

When the album falters, it's usually on the lyrical front. Williams has never been a particularly graceful wordsmith, instead skating by on his natural charm. True to form, *GIRL* contains its fair share of clunkers, led by this dreadful couplet from the brash "Hunter": "*Duck Dynasty*'s cool and all/ But they got nothin' on a female's call." Overlooking these transgressions may prove difficult for lyrically inclined listeners, but those who manage it can freely bask in some of the year's most luxurious and benevolent pop music to date.

BOOKS

Rough Magic

One of the rules for a state-of-the-art young-adult novel these days is that it has to have a lot of rules. In *Half Bad*, the British writer Sally Green's first novel, they go as follows: England is secretly inhabited by a lot of witches, and every witch has a supernatural power called a Gift. There are two sorts of witches, Black and White, and they're at war. Our hero, Nathan, is the son of a White Witch and a Black one. As such, he's a violation of the rules, regarded with fear and suspicion. This is a darker, less playful world than J.K. Rowling's, more *Hunger Games* than *Harry Potter*, but Nathan is an appealing narrator—he's funny and clever and stoic, and his voice makes *Half Bad* highly entertaining and dangerously addictive. Nathan has the essential qualities of an adolescent hero: the whole world is out to get him, but he's too smart to be fooled by its hypocritical facade. (If that doesn't describe how you felt as a teenager, you deserve a Nobel Prize for mental health.) What he learns is that just being White doesn't make you a good person and being Black doesn't make you evil. "You will have a powerful Gift," his brother says, "but it's how you use it that will show you to be good or bad."
—LEV GROSSMAN



PHARRELL: LARSEN & TALBOT—CORBIS OUTLINE FOR PEOPLE

SOMEWHERE, not far from where you live, The Trust for Public Land is protecting the places that make your community special—from neighborhood playgrounds, gardens, and trails to vast wilderness escapes.

Visit **tpl.org** today and preserve the gift of parks for generations to come.

THE TRUST for PUBLIC LAND

If You Purchased Vitamin C Since December 1, 2001

A Class Action Lawsuit and Settlement Could Affect You

What is this case about?

This class action lawsuit claims that Vitamin C manufacturers ("the Defendants") conspired to fix and raise prices of ascorbic acid Vitamin C. The Defendants are Hebei Welcome Pharmaceutical Company, Ltd. ("Hebei"), Weisheng Pharmaceutical Company Ltd. and CSPC Pharmaceutical Group, Ltd., formerly known as China Pharmaceutical Group, Limited, (collectively, "Weisheng"), Aland (Jiangsu) Nutraceutical Co., Ltd. ("Aland"), and Northeast Pharmaceutical Group Co., Ltd. ("NEPG"). A Settlement has been reached with Weisheng on behalf of purchasers of tablets and capsules containing vitamin C.

Are you included?

You are included in the Settlement Class if you: 1) currently live in and purchased capsules or tablets containing vitamin C in Arizona, California, District of Columbia, Florida, Iowa, Kansas, Maine, Massachusetts, Michigan, Minnesota, Nebraska, Nevada, New Mexico, New York, North Carolina, North Dakota, South Dakota, Tennessee, Vermont, West Virginia, or Wisconsin, 2) between December 1, 2001 and June 30, 2006, 3) for use or consumption and not for resale.

What is the status of the lawsuit?

Weisheng agreed to settle the claims of the Settlement Class for $2.2 million. See the Detailed Notice for information about how the Settlement proceeds will be distributed. Aland and NEPG previously agreed to Settlements with the Settlement Class. The lawsuit continues against Hebei.

What are your options?

If you want to stay in the lawsuit or Settlement, you do not need to do anything. You will be bound by the lawsuit and Settlement and give up certain rights to sue separately about the claims in the lawsuit.

If you stay in the Settlement, you may comment on or object to it by **April 16, 2014**. Details on how to comment or object are at www.vitaminCantitrust.com.

If you do not want to be legally bound by the Settlement Class lawsuit or its Settlement with Weisheng, you must exclude yourself in writing by **April 16, 2014**. The Plaintiffs are not seeking damages for purchases after June 30, 2006, and any purchaser who incurred damages after this date risks giving up those claims by remaining in the Class.

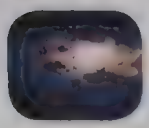
The Court will hold a hearing on **May 16, 2014** at **10:00 a.m.** at the U.S. District Court for the Eastern District of New York to consider approval of the Settlement, including a request for attorneys' fees of up to 33% of the Settlement Fund, plus expenses.

The Court has appointed Class Counsel to represent you. You don't have to pay them, or anyone else, to participate. You can hire your own lawyer, at your own expense, to appear or speak for you at the hearing.

For more information: 1-866-684-9673
www.vitaminCantitrust.com

Pop Chart

LOVE IT



Fox's reboot of the space-time docu-series *Cosmos* (Sundays at 9 p.m. E.T.), which TIME's James Poniewozik calls "eye-popping, engaging and passionate about the wonder of science."

Colin Jost's endearingly awkward debut as a Weekend Update co-anchor on *SNL*. He's no Seth Meyers, but we'll take it.

A group of scientists in Japan is **trying to build a robot smart enough** to pass the University of Tokyo's entrance exam.

The poster for the comics documentary *Stripped,* *Calvin and Hobbes* creator Bill Watterson's first new work in 18 years.

HAIKU REVIEW

The songs may be fluff

—

But the beats are infectious.

—

Why can't this *Kiss* last?

—SAM LANSKY ON KYLIE MINOGUE'S ***KISS ME ONCE*** (OUT MARCH 18)

MALL MADNESS *Fashion isn't usually a chore—unless, it turns out, it's part of Karl Lagerfeld's women's ready-to-wear collection at Paris Fashion Week. For the designer's March 4 show, he turned the Grand Palais into a grocery store with shelves full of Chanel-branded items. In lieu of strutting down a catwalk, models strolled through aisles, picking up everyday items along the way.*

QUICK TALK

Emily VanCamp

Watch out, evildoers: ABC's payback soap *Revenge* returns from its winter hiatus on March 9—and its 27-year-old leading lady will soon appear as a secret agent in *Captain America: The Winter Soldier* (out April 4). Here, she talks to TIME.
—LILY ROTHMAN

Have you ever taken revenge on someone? Um … **You must get that a lot.** Yes. And honestly, I don't ever have an answer to that. Even if I had, would anyone actually admit to it? It's not the type of thing you want to announce publicly. **So you're saying the plot is still under way.** No, I live vicariously through my character. I'm not particularly into the whole idea of revenge. **Has uttering lines like "You're a sad, sad woman"—at onscreen nemesis Victoria Grayson (Madeleine Stowe)—at least upped your own insult game?** That's the stuff I'm the *worst* at. The cattiness is just something I've never understood between women. I find it so appalling. As it's coming out of my mouth, I feel more and more disgusting. I really hate that kind of back-and-forth. All of the female catty weirdness is just not my thing at all. **How did you prep for your role in *Captain America*? There's a lot of Marvel mythology to learn.** [The studio] gave me a huge bible of all the Captain America comic books, all in one. At first it was a little daunting. **Was there a quiz?** That would be so awkward! A Marvel quiz? No.

"ON MY RADAR

▸ **The band Half Moon Run**
"Everyone on the Revenge *set is kind of obsessed."*

▸ **AMC's *The Walking Dead***
"I love zombies, but I also think it's a brilliantly made show."

ROUNDUP

Prime-Time Politicians

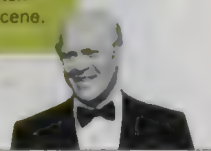
Michelle Obama will have some big shoes to fill when she guest-stars on the season finale of NBC's *Parks and Recreation* later this year: one of the show's other big gets was Joe Biden, who appeared in 2012. Here's a look at some of history's most memorable prime-time political cameos.

First Lady Nancy Reagan brought her antidrug campaign to ***Diff'rent Strokes*** and got a "Watchu talkin' about, Mrs. Reagan?!" from Arnold.

MARCH 08 1983

Former President Gerald Ford greeted ***Dynasty*** mainstay Blake Carrington during a party scene.

DEC 21 1983



COSMOS: FOX; CARNIVAL: FELIPE DANA—AP; KELLY: SALAMI: GETTY IMAGES; SELFIE: AP; CHRISTIE: ZUMA PRESS; RICE: GIULIANI: KERRY: FORD: GETTY IMAGES; REAGAN: REUTERS; STRIPPED: SEQUENTIAL FILMS; CHANEL: BENOIT TESSIER—REUTERS; VANCAMP: ROBIN MARCHANT—GETTY IMAGES

GOAL-ORIENTED *Brazil will play host to the World Cup this summer, so it's only fitting that one of the country's other claims to fame—Carnival, in Rio de Janeiro—would get into the soccer spirit. Although these performers, from the Imperatriz Leopoldinense samba school, look like they're dancing on a field, they're actually being shot from below. That "field" is the wall of a float from which they're suspended, and they're doing parkour-like moves to keep the illusion alive as the float travels down Rio's Sambadrome parade runway on March 4.*

THE DIGITS

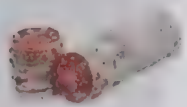
3.3 million

Number of retweets that Ellen DeGeneres' star-studded Oscars selfie had logged—at press time—since the March 2 ceremony. It's the most popular posting in Twitter history, besting President Obama's post-re-election "Four more years."

LEAVE IT

R. Kelly reveals there are **57 unreleased chapters of his *Trapped in the Closet* music-video saga.** Which raises the question, Why?

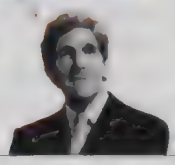
BroApp, the new texting service that **auto-sends messages to guys' girlfriends** to make it seem like the guys are paying attention.



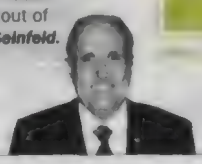
Dubious start-up BiteLabs tried to **"prompt widespread discussion about bioethics"** by offering to grow meat from celebrity muscle tissue and make it into artisanal salami.

Matthew McConaughey gave a **rambling Oscars acceptance speech** in which the Best Actor winner admitted that his greatest hero is ... himself.

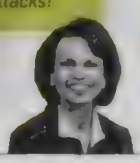
Then Senator John Kerry was mistaken for a local newsman on ***Cheers.***



Rudy Giuliani, who had just been elected mayor of New York, helped put a frozen-yogurt store out of business on ***Seinfeld.***



As Jack Donaghy's ex-girlfriend on ***30 Rock,*** former Secretary of State Condoleezza Rice made a scene defending the movie *Mars Attacks!*



Chris Christie guested as himself in a news-interview segment on ***The Michael J. Fox Show.***

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By Kelly Conniff, Eric Dodds, Dan Macsai and Lily Rothman

Joel Stein

Viva Las Convention

I try to persuade the Grand Old Party to throw its next big one in the heart of Sin City

AS A JOURNALIST, I know that where the Republicans choose to hold their convention in 2016 is of critical importance, since I will have to go there. The Republican National Committee has named eight finalists that I will list here: Las Vegas and seven cities that are not Las Vegas. So I'll either use my expense account to eat at great Vegas restaurants, stay in swank Vegas hotels and drink at Vegas bars packed with attractive people or go to Columbus, Ohio, and actually attend the convention.

To gather talking points to persuade the 12-member site-selection committee to make the right decision in August, I called Nevada Lieutenant Governor Brian Krolicki, head of the Las Vegas Host Committee. Krolicki thought I should stress the vast array of wholesome entertainment options, such as Tim McGraw and Faith Hill. He also mentioned the Blue Man Group, but it seems a little liberal to me. When I asked what I should do if a committee member mentions the Sin City image, Krolicki said, "There is temptation in nearly every city." He clearly qualified that sentence because there are no temptations whatsoever in Columbus. To further clarify, he said, "Prostitution is not a legal endeavor in Las Vegas or Clark County." Maybe not, but I'm not sure the law is heavily enforced. Embezzling is also illegal in Vegas, but billboard trucks don't drive up and down the Strip with signs advertising HOT EMBEZZLERS DIRECT TO YOU!

To start a national movement within the party for a Vegas convention, I called Ari Fleischer, the White House press secretary under George W. Bush. Though he loves going to Vegas, he thought it was a bad choice for the Republican convention. An article about a couple of delegates at a strip club, bolstered by quotes from a disgusted social-conservative leader, could cause a rift between the two wings of the party just when they're working hard to pretend they all agree on a candidate and a platform. In the parlance of press secretaries, the technical term for that kind of scandal, he said, is an "unwelcome intrusion." This is also a technical term at strip clubs for a way a delegate could get in trouble.

After some brainstorming, Fleischer and I decided to tell the media that the convention is in Columbus, while actually having it in Vegas. "It would be a huge twofer. We could have a convention in Vegas and upset the press," Fleischer said. "Nobody likes the media, so it would lock the election up for the Republicans." President Santorum seems like a small price to pay for dinner at Bartolotta.

The first member of the site-selection committee I reached out to was Steve Scheffler. It turns out he's a board member of the Iowa Faith & Freedom Coalition and the Iowa Christian Alliance. I was going to have to lean heavily on the "freedom" part of his résumé. But Scheffler seemed very reasonable about his evaluation of Vegas as a potential site, noting that there's sin everywhere, even in Iowa, which I know is accurate from *The Music Man*. He even said he'd been to Vegas once. When I asked him what the occasion was, he said, "I'd rather not comment on that." Scheffler totally gets the ethos of Vegas.

But I really had to win over former Representative Enid Mickelsen, chair of the committee. And she, of course, is a longtime Mormon Sunday-school teacher from Salt Lake City. These are the people the GOP picks to arrange its biggest party, which explains why Coolio never rapped, "Ain't no party like a GOP party 'cause a GOP party don't stop." But it turns out that Mickelsen goes to Vegas fairly often on the way to her beach house in California and has taken separate trips to see Pavarotti and *The Phantom of the Opera*. And she agreed that Tampa, the site of the 2012 GOP Convention, had plenty of sin. "I was driving to Costco, and I had to go right through an area with a lot of strip clubs," she said. I informed her that the area of Tampa she drove through with all the strip clubs is called Tampa.

The most important quality of a convention location, she said, isn't that it's fun—it's that it's so boring, the media have to write about the boring convention. And since she wanted media coverage for the convention, the plan Fleischer and I came up with wasn't going to work. She did, however, embrace my next idea: ask journalists to go to time.com/WhatHappensAtThe2016GOPConventionStaysAtThe2016GOPConvention to sign a vow not to cover anything salacious. It's either that or we're going to spend our nights at parties at the Jack Nicklaus Museum in Columbus. ■

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10 Questions

Parker's dad Sonny started an inner-city-youth foundation after he left the NBA

NCAA basketball phenom and devout Mormon Jabari Parker on college, March Madness and being a dreamer

You're one of the most highly touted college basketballers to come along in some time. Do you feel a lot of pressure?
I don't feel it as much as I feel my happiness. If I'm happy with the [way] that I play, then I'll continue doing it. One thing that frightens me is not having that passion that I have now or even when I was a kid.

Which team do you think is going to be the biggest challenge for Duke?
The biggest challenge for us is Syracuse, because they're in our conference and we have to, of course, fight for that position in NCAA seeding.

Growing up, was it harder to be really tall or to be a practicing Mormon?
I think just tall, because in Chicago, people really don't know what Mormons are. And being a basketball player, I didn't really have to face a lot of struggles, because a lot of people around me respected me. I really didn't get heckled or looked down upon. But being tall was a mixed blessing. Off the court, I felt kind of shy because I wasn't average. I wasn't able to be a part of being normal in my classroom.

What music do you listen to before games? Would hip-hop be too explicit for Mormons?
I'm a really big fan of hip-hop, and I can listen to it before the game, but I'm not that into a lot of profane music. Sometimes you can't get the clean things, so I just make sure that it's as conservative as possible and make sure the message is there if profanity is present.

Is there anything besides sports you would like to be good at?
I don't think a lot of people consider golf a sport. It's kind of a leisure event. I would like to play. And I'd like to learn how to shoot a bow and arrow.

The NBA is considering requiring two years of college before players can be drafted. Do you think that's a good idea?
I don't think it's a good idea for the player. I know we need to really focus on our education. But at the end of the day, the NBA doesn't understand a lot of people's financial backgrounds. They really want to apply for a job. You can't strip anyone of their dreams of pursuing a job.

You've said you relate to the movie *The Secret Life of Walter Mitty* a lot. Why is that?
Oh, this is a bad thing for me and I'm trying to improve, but in practice and even during my class, I just zone out. I really fantasize a lot because I'm a dreamer. I have a lot of goals, of course, and a lot of things I have on my mind. I just keep looking ahead at things.

You're half Tongan. Have you been to Tonga?
No, I haven't. I know a lot of people claim me, but it would be kind of out there to say I'm from anywhere but Chicago. That's what made me.

Your dad played for the Golden State Warriors. What's the best advice you got from him?
He said, Just be the same person you are in the dark that you are in the light, because being professional takes two approaches and you want to be consistent. You want to be a person that is truthful and honest.

***Sports Illustrated* said you were the worst dresser on the Duke team. Did it get that right?**
I dress the worst? I've got the best appearance on my team, because they don't take pride in what they wear—they even dress up like in sweat suits all the time. I switch it up.
—BELINDA LUSCOMBE

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